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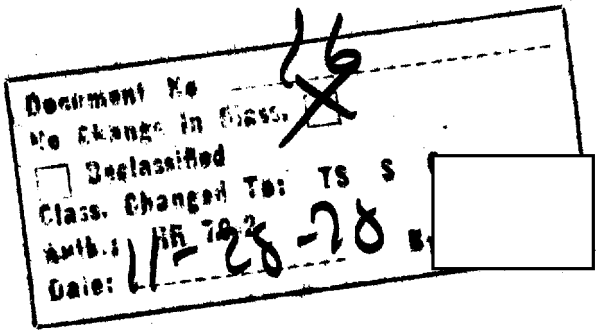
POSITION STANDARDS



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PERSONNEL
31 March 1954

FOREWORD

1. This Handbook, a compilation of position standards in the Central Intelligence Agency, is published for the use and guidance of Agency officials and technicians concerned with personnel planning and administration.

25X1A 2. Pursuant to [redacted] position standards will be prepared and issued from time to time and should be filed in the Handbook according to the numbered order of the classification series covered. Revisions and refinements of published standards and new information regarding position standards will be published periodically as changes on the basis of the recommendations made by the users and the results of position-analysis surveys.

3. Supplementary distribution of this Handbook or additional copies of particular position standards will be made to officials who have need for the information included in the position standards in accordance with [redacted]

25X1A

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Acting Deputy Director
(Administration)

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PERSONNEL
31 March 1954

INTRODUCTION

1. GENERAL

a. A position standard is a comprehensive statement describing a class of positions. Position standards serve as a uniform guide for classifying positions within occupational groups and for evaluating the qualifications of candidates for such positions. Position standards will be revised, supplemented, or replaced by new ones as required, to reflect new developments in occupational techniques, skills and equipment, and operational requirements of the Agency.

b. An objective in the establishment of position standards is the development of understanding among operating officials and personnel officers as to the factors which constitute the basis for classifying positions and determining the qualification requirements. Also, position standards provide a medium for consolidating, systematizing and recording position information which is useful for training, recruitment, career development, and employee utilization purposes. Accordingly, information about sources for candidates for the positions covered, as well as information about career progression to and from the positions, is included in each standard in this Handbook.

2. CONTENT OF POSITION STANDARDS IN CIA

The position standards formulated for CIA normally include the following information:

a. Introductory material indicating the occupational characteristics of the positions covered.

b. Glossary of the terms used.

c. Description of the usual duties and responsibilities of positions at each grade level.

d. An evaluation chart which lists and defines the factors controlling the classification of the positions involved.

e. The basic qualification requirements for candidates for positions at each grade level.

3. PREPARATION OF POSITION STANDARDS

Priority is being given to the preparation of those position standards which are most urgently needed. The preparation of a position standard is preceded

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by a comprehensive analysis of the characteristics and requirements of the positions covered. Proposed position standards are prepared and coordinated in the course of their development with the appropriate operating officials in accordance with [redacted] 25X1A

4. USE OF POSITION STANDARDS IN PERSONNEL PLANNING AND ADMINISTRATION

25X1 This Handbook is complementary to [redacted] Occupational Handbook of Classification Titles and Codes, which is to be formally published at a later date. The latter provides the occupational structure used to classify positions in the Agency and the approved position titles, title definitions, and codes. The two Handbooks may be used in the development and review of Tables of Organization, the occupational coding of employee qualifications, and as a standard reference for personnel planning and administration.

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TRANSMITTAL NO. 1

POSITION STANDARDS

GS-0230.00 EMPLOYEE RELATIONS
GS-0301.35 COURIER
GS-0358.00 TABULATING MACHINE OPERATION
GS-0359.03 TABULATION PROJECT PLANNER

25X1 TO BE FILED IN [redacted] IN NUMERICAL SEQUENCE ACCORDING TO POSITION CLASSIFICATION CODE NUMBER. TRANSMITTAL SHEETS SHOULD BE FILED TOGETHER IN THE HANDBOOK TO SERVE AS A TABLE OF CONTENTS.

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CIA POSITION STANDARD

25X1 [redacted] 25X1

EMPLOYEE RELATIONS ASSISTANT, GS-0230.01
EMPLOYEE RELATIONS OFFICER, GS-0230.01

PERSONNEL
31 March 1954

I. INTRODUCTION

A. DEFINITION

This position standard includes all positions the duties of which are to perform or supervise work designed to promote employee welfare and morale including the administration of grievance and appeal procedures, and the rendering of specialized employee services; and to perform or supervise miscellaneous related functions, such as the conduct of charitable campaigns.

B. POSITIONS EXCLUDED

This position standard does not apply to positions involving the administration of various types of group hospitalization and life insurance plans, and programs providing benefits for employees injured in the line of duty (classified in the Insurance and Claims sub-series), or administration of the Incentive Awards Program (classified in the Incentive Awards sub-series).

II. DUTIES AND RESPONSIBILITIES

A. COUNSELING POSITIONS

1. Counsels employees on personal and job adjustment problems and grievances which adversely affect their work performance in order to effect a practical solution.

2. Conducts pre-exit interviews in order to determine causes of resignation, retain desirable employees if possible, and record criticism or comment concerning the Agency.

3. Conducts exit interviews to facilitate final clearance and insure that the employee leaves the Agency with as favorable an attitude as possible.

4. Evaluates statements made in interviews, composes reports of interviews, and makes recommendations as to re-employability.

5. Advises employees of rights and obligations under Law, and Civil Service and Agency regulations.

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6. Investigates illness, accident and death cases, and recommends action appropriate in the interests of the Agency, employees and employees' families.

7. Conducts research, studies, and investigations into problem areas in employee relations in this Agency.

8. Prepares correspondence and reports related to duties.

B. POSITIONS INVOLVING SPECIAL SERVICES, AND DISCIPLINARY AND ADVERSE ACTIONS

1. Gives initial orientation lecture to inform new employees concerning benefits and services available to employees under Civil Service and Agency regulations.

2. Advises operating officials on matters affecting morale and efficiency.

3. Recommends appropriate disciplinary actions and assists supervisors in the preparation and processing of adverse actions under [redacted] 25X1A

4. Develops pertinent data for formal grievance, complaint, or appeal cases and assists in the conduct of hearings under [redacted] 25X1A

5. Provides employees with special services, largely informational, in connection with housing, transportation, financial assistance, recreation, health, education, and use of bulletin boards.

6. Recommends approval of special leave requests, such as maternity leave, military leave, or leave of absence.

7. Conducts campaigns for donations of blood, or money for charitable purposes.

8. Obtains the assistance of welfare agencies for employees or their families as needed.

III. QUALIFICATION REQUIREMENTS

A. KNOWLEDGES AND ABILITIES

GS-09 Grade Level -- Knowledge of methods, principles, and practices of personnel administration; knowledge of counseling principles and techniques; knowledge of Agency organization, procedures,

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policies, regulations and practices, with particular reference to personnel and security; ability to recognize, evaluate and render assistance on employee problems; ability to establish rapport with persons under emotional strain; ability to express ideas clearly, orally and in writing; ability to work effectively under considerable work pressure. Desirable but not required is knowledge of substance and approved interpretation of laws, statutes, Executive Orders, Civil Service rules and Comptroller General's decisions pertaining to the work.

GS-11 Grade Level -- In addition to the above, ability to interpret decisions, regulations, policies, and instructions in terms of their significance and impact on employee counseling; ability to effect solutions to complex personal and personnel problems; ability to establish and maintain favorable working relationships with operating officials.

GS-12 Grade Level -- In addition to the above, ability to deal with and understand problems affecting large groups of people; ability to delegate responsibility; and ability to plan, organize and direct the work of others.

GS-13 Grade Level -- In addition to the above, ability to provide authoritative staff advice to senior operating officials in an effective and persuasive manner; and ability to program branch activities on a long term basis.

B. PERSONAL CHARACTERISTICS REQUIRED

An unusual degree of emotional objectivity in order to avoid personal entanglement; interest in people and understanding of human nature; patience, tact, objectivity, sincerity, judgment, maturity, and perseverance; may be required to express willingness to serve overseas.

C. PHYSICAL REQUIREMENTS

Duties require no unusual physical qualities. Passage of standard "departmental" or "overseas" physical examinations is required as appropriate.

D. REQUIRED EXPERIENCE

1. Required experience or allowable substitutions must have been of such scope and degree of responsibility as to adequately demonstrate ability to satisfactorily perform the duties and responsibilities of a position at the grade level for which an individual is being considered.

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2. Required general experience must have been progressively responsible administrative work of a nature which reflects a knowledge of general business or administrative methods, procedures and practices.

3. Required specialized experience must have been progressively responsible individual or supervisory work as a personnel specialist in employee counseling, personnel relations, or any of the phases of personnel management; personnel or administrative officer in a government agency, or in a large-scale business or industrial concern, with responsibility for a program which included effective employee counseling; instructor in personnel administration (courses such as labor relations, counseling, placement, and position classification) in a school above the high-school level; or labor relations director or adviser for a private or government agency.

4. Except for allowable substitutions, the following minimum lengths of general and specialized experience are required:

GENERAL REQUIREMENTS			ALTERNATE REQUIREMENTS
Grade Level	Total Time	General Experience	Specialized Experience	Minimum Agency specialized experience in a position coded to a GS-0200.00 occupational code, in addition to that general and specialized experience upon which present grade was based
GS-09	5 yrs	3 yrs	2 yrs	12 months at the GS-7 level
GS-11	6 "	3 "	3 "	12 months at the GS-9 level
GS-12	7 "	3 "	4 "	12 months at the GS-11 level
GS-13	8 "	3 "	5 "	18 months at the GS-12 level

E. ALLOWABLE SUBSTITUTIONS FOR REQUIRED EXPERIENCE

1. Successful completion of study in an accredited college or university with specialization in public administration, psychology, business administration, political science, personnel administration, or a comparable specialization may be substituted on the basis of one full year of study for nine months of general experience.

2. Successful completion of all requirements for a master's or doctorate degree in any of the specializations listed above in an accredited college or university may be substituted for one year of specialized experience and three years of general experience.

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IV. CLASSIFICATION OF POSITIONS TO VARYING GRADE LEVELS

A. EVALUATION FACTORS WHICH ARE CONSTANT AT VARYING GRADE LEVELS

The following statements apply to all levels without significant variation in terms of effect on the individual allocation.

1. EFFECT OF ERROR OR OMISSION

The successful accomplishment of employee relations functions is an important factor in the maintenance of employee morale, the reduction of turnover, the salvage of desirable employees for continued Agency employment, and the elimination of the undesirable. In addition, it may have a decisive impact on the lives and rights of employees involved and their families. Through making adverse actions and separations as palatable as circumstances permit, the preservation of security by employees after leaving the Agency is made more probable.

2. MENTAL DEMANDS

In dealing with the complex areas of human behaviour, originality, ingenuity, resourcefulness and tactfulness is required in devising solutions to problems. While maintaining a sympathetic and interested attitude, the employee relations specialist must remain judicial, objective, and realistic, and avoid emotional entanglement.

B. GRADE LEVEL VARIATIONS

Grade level variations with respect to the evaluation factors of "Scope and Effect", "Supervision and Guidance Received", "Supervision of Others", and "Personal Work Contacts" are reflected upon the attached Position Evaluation Charts. Separate Position Evaluation Charts are given for convenience in considering positions primarily of a counseling nature apart from those which involve a variety of duties relating to the provision of special services and the handling of disciplinary or adverse action cases The evaluation factor of "Qualification Requirements" is not reflected on either Position Evaluation Chart but is contained as section III of this standard.

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CIA POSITION STANDARD

COURIER SERIES, GS-0301.35

[redacted] PERSONNEL

31 March 1954

I. INTRODUCTION

A. SERIES DEFINITION

This series includes all positions, the duties of which are to supervise or perform work involving the collection, transportation, and delivery of classified (inclusive of Top Secret) documents, mail and other material between destinations located within and without Agency buildings and compounds.

B. POSITIONS EXCLUDED FROM THE COURIER SERIES

1. Positions involving the collection, transportation and delivery of classified (up to and including Secret) documents, mail and other material between destinations located within Agency buildings and compounds are to be classified to the Messenger Series, CPC-0110.01.

2. Positions, the duties of which are to administer, supervise, or perform work involved in: (a) receiving, reading, recording, and routing incoming mail; (b) recording and dispatching outgoing mail; and (c) indexing, recording, filing, and reading correspondence, reports, and memoranda, are to be classified to the Mail and File Series, GS-0305.00.

II. POSITION PROGRESSION

A. RECRUITMENT SOURCES

From qualified applicants who possess veterans status.

B. LINES-OF-PROMOTION OR LATERAL TRANSFER

Couriers may advance from the GS-3 Trainee level, up to and through the GS-4 and GS-5 grades to Courier (Supervisor), GS-6. In addition, the position of Courier may serve as an entry level into a wide variety of Agency occupations involving the performance of general office or clerical work, or into semi-professional or professional intelligence work in the instance of Couriers who possess, or who have acquired additional specialized training or qualifications while serving as Couriers.

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III. CLASSIFICATION OF COURIER POSITIONS TO VARYING GRADE LEVELS

Courier positions are to be classified to varying grade levels in accordance with the evaluation factors reflected upon the attached Position Evaluation Chart.

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25X1 [redacted] CIA POSITION STANDARD [redacted] 25X1

PERSONNEL
31 March 1954

TABULATING MACHINE OPERATION SERIES, GS-0358.00

I. INTRODUCTION

A. SERIES DEFINITION

This series includes all positions the major duties of which are to supervise or perform work involving the operation of wire-activated tabulating machines (i.e. collators, reproducers, interpreters and tabulators) used in the mechanical tabulation and allied processing of data records on punched tabulating cards. The operation of card punch, verifying and sorting machines as a minor or incidental duty does not preclude allocation of such positions to the Tabulating Machine Operation Series.

B. POSITIONS NOT COVERED IN THIS STANDARD

1. Positions the duties of which are to supervise or perform work involving the operation of card punch and verifying machines in recording and verifying alphabetic and numeric data on tabulating cards are allocable to the Card Punch Operation Series, GS-0356.00.

2. Positions the duties of which are to supervise or perform work involving the operation of wire-activated tabulating machines (i.e. collators, reproducers, interpreters and tabulators) and the operation of card punch, verifying and sorting machines are allocable to either Tabulating Equipment Operator, GS-0359.01, or Tabulating Equipment Operation Supervisor, GS-0359.02.

3. Positions the duties of which are to supervise or perform work involved in planning the application of machine accounting methods to the collecting, recording, indexing, and tabulating of data to facilitate production of recurring and special reports, including the development of basic and detailed clerical and machine procedures, and the design of reporting schedules, card forms, wiring diagrams, code sheets and final tabulating forms, are allocable to Tabulation Project Planner, GS-0359.03.

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C. GLOSSARY

BASIC PROCEDURES: Involve the control of reporting and the planning of the entire mechanical tabulation adaptation including the development of schedules, card forms, codes, coding, punching and sorting instructions, detailed mechanical tabulating operations, incidental clerical operations and the form of final tabulations, as well as development of methods of collecting data.

DETAILED PROCEDURES: Involve planning the nature and sequence of tabulating machine operation, including incidental clerical processes.

CLASSIFICATION SYSTEMS: Composite of codes representing the groups, sub-groups, and individual items of information within a broad category.

MACHINE ACCOUNTING OPERATIONS: Application of machine methods to the accumulation, verification, interpretation, and presentation of items of information, and the control of properties that must balance to a predetermined total.

MACHINE INDEXING OPERATIONS: Application of machine methods to the selection and/or correlation of tabulating cards that reference topics, names, or objects.

CODE SHEET: A preprinted form containing a system of codes on which information from a source document is recorded.

REPORTING SCHEDULE: The form upon which original data are reported and from which data are selected for recording by punching into tabulating cards.

PLUGBOARD: A removable wiring unit which contains a series of hubs corresponding to the card columns and a series of hubs for a variety of machine functions. Electrical wires are plugged from one series of hubs to the other to control the operation of the tabulating machine.

II. POSITION PROGRESSION

Potential recruitment sources, as well as promotional opportunities for Tabulating Machine Operators and Tabulating Machine Operation Supervisors, are reflected upon attached Position Progression Diagram.

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III. CLASSIFICATION OF POSITIONS TO VARYING GRADE LEVELS

Tabulating Machine Operator and Tabulating Machine Operation Supervisor positions are to be allocated to varying grade levels in accordance with the evaluation factors reflected upon attached Position Evaluation Chart.

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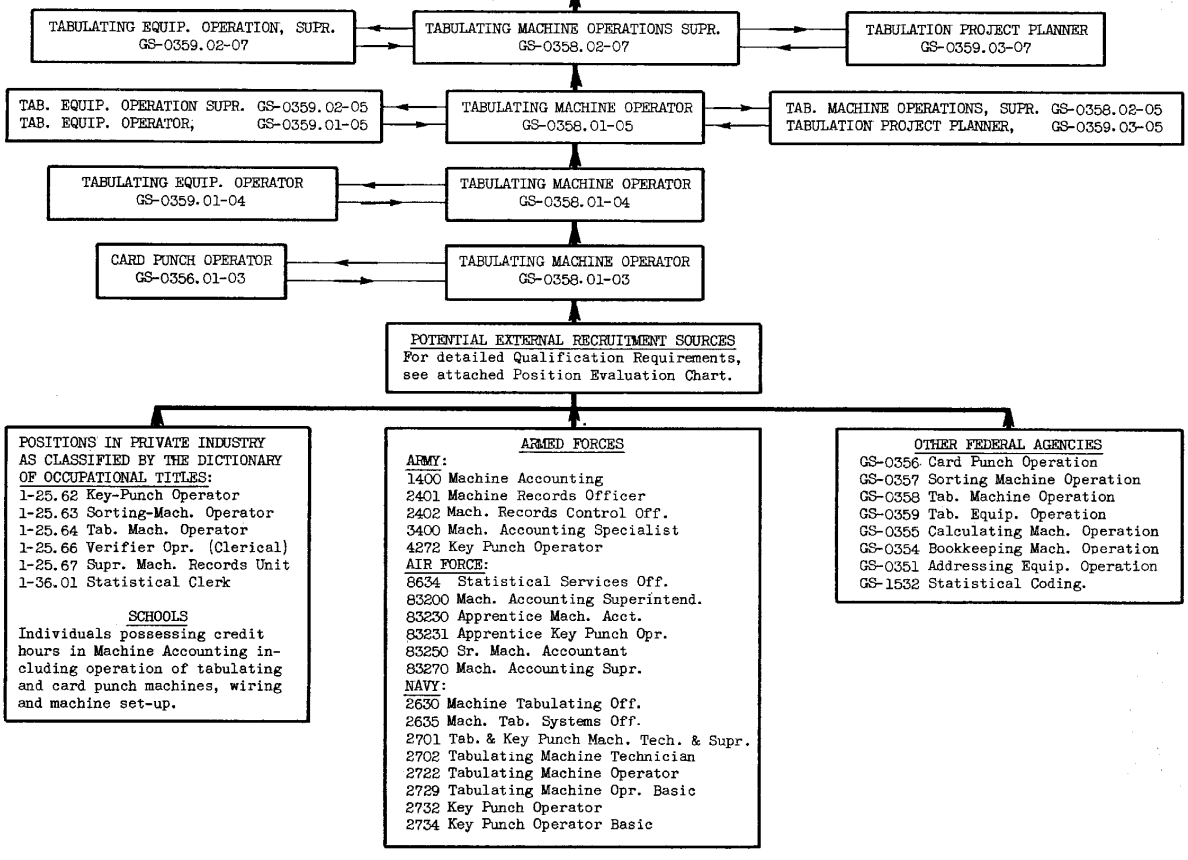
POSITION PROGRESSION DIAGRAM*
TABULATING MACHINE OPERATION SERIES, GS-0358.00


TABULATING EQUIP. OPERATION, SUPR. GS-0359.02-07
TABULATING MACHINE OPERATIONS SUPR. GS-0358.02-07
TABULATION PROJECT PLANNER GS-0359.03-07
TAB. EQUIP. OPERATION SUPR. GS-0359.02-05
TAB. EQUIP. OPERATOR, GS-0359.01-05
TABULATING MACHINE OPERATOR GS-0358.01-05
TAB. MACHINE OPERATIONS, SUPR. GS-0358.02-05
TABULATION PROJECT PLANNER, GS-0359.03-05
TABULATING EQUIP. OPERATOR GS-0359.01-04
TABULATING MACHINE OPERATOR GS-0358.01-04
CARD PUNCH OPERATOR GS-0356.01-03
TABULATING MACHINE OPERATOR GS-0358.01-03
POTENTIAL EXTERNAL RECRUITMENT SOURCES
For detailed Qualification Requirements, see attached Position Evaluation Chart.
POSITIONS IN PRIVATE INDUSTRY AS CLASSIFIED BY THE DICTIONARY OF OCCUPATIONAL TITLES:
1-25.62 Key-Punch Operator
1-25.63 Sorting-Mach. Operator
1-25.64 Tab. Mach. Operator
1-25.66 Verifier Opr. (Clerical)
1-25.67 Supr. Mach. Records Unit
1-36.01 Statistical Clerk
SCHOOLS
Individuals possessing credit hours in Machine Accounting including operation of tabulating and card punch machines, wiring and machine set-up.
ARMED FORCES
ARMY:
1400 Machine Accounting
2401 Machine Records Officer
2402 Mach. Records Control Off.
3400 Mach. Accounting Specialist
4272 Key Punch Operator
AIR FORCE:
8634 Statistical Services Off.
83200 Mach. Accounting Superintend.
83230 Apprentice Mach. Acct.
83231 Apprentice Key Punch Opr.
83250 Sr. Mach. Accountant
83270 Mach. Accounting Supr.
NAVY:
2630 Machine Tabulating Off.
2635 Mach. Tab. Systems Off.
2701 Tab. & Key Punch Mach. Tech. & Supr.
2702 Tabulating Machine Technician
2722 Tabulating Machine Operator
2729 Tabulating Machine Opr. Basic
2732 Key Punch Operator
2734 Key Punch Operator Basic
OTHER FEDERAL AGENCIES
GS-0356 Card Punch Operation
GS-0357 Sorting Machine Operation
GS-0358 Tab. Machine Operation
GS-0359 Tab. Equip. Operation
GS-0355 Calculating Mach. Operation
GS-0354 Bookkeeping Mach. Operation
GS-0351 Addressing Equip. Operation
GS-1532 Statistical Coding.

*For detailed Qualification Requirements, attaching to Tabulating Machine Operation Positions, see attached Position Evaluation Chart.

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TABULATION PROJECT PLANNER, GS-0359.03 31 March 1954

I. INTRODUCTION

A. DEFINITION OF POSITIONS INCLUDED

This standard includes all positions the major duties of which are to perform or supervise work involved in planning the application of machine accounting methods to the collecting, recording, indexing, and tabulating of data to facilitate production of recurring and special reports, including the development of basic and detailed clerical and machine procedures, and the design of reporting schedules, card forms, wiring diagrams, code sheets and final tabulation forms.

B. GLOSSARY

BASIC PROCEDURES: Involve the control of reporting and the planning of the entire mechanical tabulation adaptation including the development of schedules, card forms, codes, coding, punching and sorting instructions, detailed mechanical tabulating operations, incidental clerical operations and the form of final tabulations, as well as development of methods of collecting data.

DETAILED PROCEDURES: Involve planning the nature and sequence of tabulating machine operation, including incidental clerical processes.

CLASSIFICATION SYSTEMS: Composite of codes representing the groups, sub-groups, and individual items of information within a broad category.

PLANNING: Refers to the development of basic and detailed mechanical and clerical procedures and, in addition, the design of reporting schedules, code sheets, card forms, wiring diagrams, and final tabulation forms used in the collection, recording, and tabulation of data.

MACHINE ACCOUNTING OPERATIONS: Application of machine methods to the accumulation, verification, interpretation, and presentation of items of information, and the control of properties that must balance to a predetermined total.

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MACHINE INDEXING OPERATIONS: Application of machine methods to the selection and/or correlation of tabulating cards that reference topics, names, or objects.

CODE SHEET: A preprinted form containing a system of codes on which information from a source document is recorded.

REPORTING SCHEDULE: The form upon which original data are reported and from which data are selected for recording by punching into tabulating cards.

PLUGBOARD: A removable wiring unit which contains a series of hubs corresponding to the card columns and a series of hubs for a variety of machine functions. Electrical wires are plugged from one series of hubs to the other to control the operation of the tabulating machine.

II. POSITION PROGRESSION

Potential recruitment sources, as well as promotional opportunities for Tabulation Project Planner positions are reflected upon attached Position Progression Diagram.

III. CLASSIFICATION OF POSITIONS TO VARYING GRADE LEVELS

Tabulation Project Planner positions are to be allocated to varying grade levels in accordance with the evaluation factors reflected upon attached Position Evaluation Chart.

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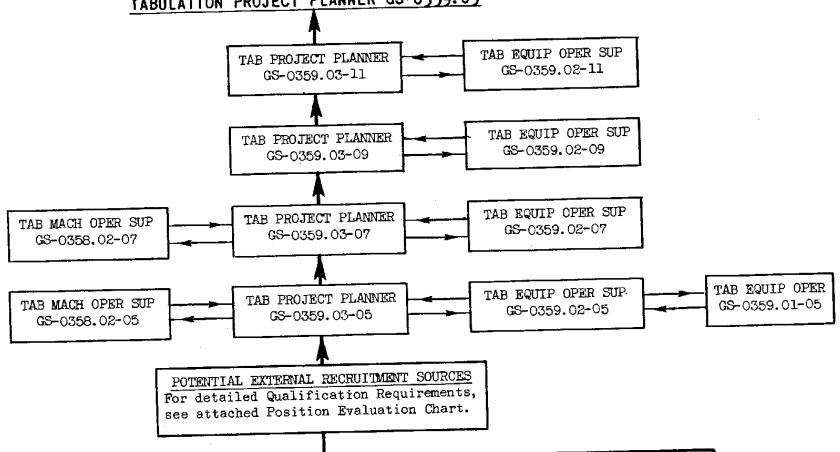
POSITION PROGRESSION DIAGRAM
TABULATION PROJECT PLANNER GS-0359.03


TAB PROJECT PLANNER GS-0359.03-11
TAB EQUIP OPER SUP GS-0359.02-11
TAB PROJECT PLANNER GS-0359.03-09
TAB EQUIP OPER SUP GS-0359.02-09
TAB MACH OPER SUP GS-0358.02-07
TAB PROJECT PLANNER GS-0359.03-07
TAB EQUIP OPER SUP GS-0359.02-07
TAB MACH OPER SUP GS-0358.02-05
TAB PROJECT PLANNER GS-0359.03-05
TAB EQUIP OPER SUP GS-0359.02-05
TAB EQUIP OPER GS-0359.01-05
POTENTIAL EXTERNAL RECRUITMENT SOURCES
For detailed Qualification Requirements, see attached Position Evaluation Chart.

POSITIONS IN PRIVATE INDUSTRY AS CLASSIFIED BY THE DICTIONARY OF OCCUPATIONAL TITLES:

1-25.62 Key-Punch Operator
1-25.63 Sorting-Machine Opr.
1-25.64 Tab Machine Operator
1-25.66 Verifier Opr. (Clerical)
1-25.67 Supr., Mach. Rec. Unit
1-36.01 Statistical Clerk

SCHOOLS

Individuals possessing credit hours in Machine Accounting including instruction in planning the application of machine methods to the collecting, recording, and tabulating of data; procedures development; forms design, operation of tabulating and key-punch machines; wiring and machine set-up.

ARMED FORCES

	EM	OFFICER
NAVY	MA-2722 Tab Mach Oper MA-2732 Key Punch Oper MA-2701 Tab & Key Punch Mach Tech MA-2702 Tab Mach Tech	2630 Mach Tab Off 2635 Mach Tab Systems Officer
AIR FORCE	83250 Senior Mach Acct 83270 Mach Acct Sup 83200 Mach Acct Superintendent	8634 Statistical Services Officer
ARMY	3400 Mach Acct Spec 1400 Mach Acct Sup	2401 Machine Records Officer

OTHER FEDERAL AGENCIES

GS-0356	Card Punch Operation
GS-0357	Sorting Mach Opr
GS-0358	Tab Mach Operation
GS-0359	Tab Equip Operation
GS-1532	Statistical Coding

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TABULATION PROJECT PLANNER, GS-0359.03

EVALUATION FACTORS	GRADE LEVEL DISTINCTIONS			
	TABULATION PROJECT PLANNER GS-0359.03-05	TABULATION PROJECT PLANNER GS-0359.03-07	TABULATION PROJECT PLANNER GS-0359.03-09	TABULATION PROJECT PLANNER GS-0359.03-11
C. REVIEW OF WORK	DETAILED REVIEW IS GIVEN ALL WORK IN PROGRESS. COMPLETED DRAFTS OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, WIRING DIAGRAMS, REPORTING SCHEDULES, CARD LAYOUT FORMS, CODE SHEETS, WORK-FLOW CHARTS, AND FINAL TABULATION FORMS ARE REVIEWED IN DETAIL FOR TECHNICAL ADEQUACY, AND COMPLIANCE WITH SPECIFIC WRITTEN AND/OR ORAL INSTRUCTIONS, AND WITH TECHNIQUES OF PROCEDURES WRITING AND FORMS DESIGN. WORK METHODS AND MENTAL APPROACH TO DEVELOPMENT OF A PROJECT PLAN ARE OBSERVED AND EVALUATED TO ASCERTAIN EXTENT TO WHICH MACHINE ACCOUNTING PROCESSES AND TECHNIQUES ARE UNDERSTOOD.	CURSORY REVIEW IS GIVEN ALL WORK IN PROGRESS. VARIOUS REPORTS PERTAINING TO OPERATOR PRODUCTIVITY BY MACHINE PROJECT, AND EQUIPMENT UTILIZATION AND CONDITION, ARE SPOT-CHECKED FOR OBVIOUS ERRORS IN COMPUTATIONS. COMPLETED DRAFTS OF PROJECT PLANS CONTAINING BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES AND ASSOCIATED FORMS ARE REVIEWED IN DETAIL TO INSURE ACCOMPLISHMENT OF DESIRED END RESULTS, AND COMPLIANCE WITH GENERAL WRITTEN AND/OR ORAL INSTRUCTIONS, AND WITH TECHNIQUES OF PROCEDURES WRITING AND FORMS DESIGN. ADAPTIONS TO EXISTING CLERICAL AND MECHANICAL PROCEDURES FOR RECURRING PROJECTS ARE REVIEWED TO INSURE INCREASED ECONOMY IN PLANNING TIME OR IN OPERATION OF TABULATING EQUIPMENT.	REVIEW OF WORK IN PROGRESS IS GIVEN ON RARE OCCASIONS. TIME AND COST ESTIMATES FOR PRODUCTION OF PROPOSED PROJECTS ARE REVIEWED FOR ACCURACY AND COMPLETENESS. COMPLETED PROJECT PLANS ARE SPOT-CHECKED IN TERMS OF DESIRED END RESULTS AND FOR CONFORMANCE WITH ESTABLISHED WORK METHODS, TECHNIQUES OF PROCEDURES DEVELOPMENT, AND FORMS DESIGN. RECOMMENDATIONS FOR ACCEPTANCE OR REJECTION OF PROPOSED PROJECTS, FOR CHANGES IN WORK METHODS AND INTERNAL MANAGEMENT CONTROLS, AND UNUSUAL ADAPTIONS OF CLERICAL AND MECHANICAL PROCEDURES ARE REVIEWED FOR FEASIBILITY AND ADHERENCE TO ESTABLISHED MACHINE ACCOUNTING POLICIES. DETAILED REVIEW IS GIVEN WIRING DIAGRAMS DESIGNED TO ACCOMPLISH A SEQUENCE OF COMPLEX CARD-HANDLING AND COMPUTATIONAL PROCESSES.	SUPERVISORY FUNCTIONS ARE EVALUATED INDIRECTLY IN TERMS OF THE PROMPTNESS, ACCURACY, AND COMPLETENESS, WITH WHICH PROJECT PLANS FOR THE MECHANICAL PROCESSING OF DATA ARE DEVELOPED BY SUBORDINATE PLANNERS. RECOMMENDATIONS PERTAINING TO MECHANICAL FEASIBILITY OF PROPOSED PROJECTS, OR PROVISIONS OF WORKING AGREEMENTS WITH REQUESTING OFFICES ARE REVIEWED FOR ADHERENCE TO ESTABLISHED MACHINE ACCOUNTING POLICIES AND STANDARDS. DRAFTS OF INITIAL POLICY STATEMENTS OR REVISIONS TO EXISTING POLICIES AND STANDARDS GOVERNING THE ADMINISTRATION OF A MACHINE ACCOUNTING PROGRAM ARE REVIEWED IN DETAIL FOR TECHNICAL ADEQUACY AND FOR COMPATABILITY WITH PROGRAM OBJECTIVES OF OTHER AGENCY COMPONENTS.
3. SUPERVISION GIVEN OTHERS	NONE	NONE	MAY EXERCISE TECHNICAL SUPERVISION OVER THE WORK OF A SMALL GROUP OF SUBORDINATE TABULATION PROJECT PLANNERS (3 TO 5) CONSISTING OF: (1) INFORMAL INSTRUCTIONS IN METHODS AND TECHNIQUES OF PROCEDURES WRITING AND FORMS DESIGN; (2) REVIEW OF DRAFTS OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, REPORTING SCHEDULES, CARD LAYOUT FORMS, CODE SHEETS, WIRING DIAGRAMS, WORK-FLOW CHARTS AND FINAL TABULATION FORMS FOR TECHNICAL ACCURACY AND CONFORMANCE WITH PROJECT REQUIREMENTS; AND (3) FURNISHING ASSISTANCE IN THE RESOLUTION OF MODERATELY COMPLEX WIRING AND PROCEDURAL PROBLEMS.	MAY EXERCISE ADMINISTRATIVE AND TECHNICAL SUPERVISION OVER THE WORK OF A MODERATELY SIZED GROUP (5 TO 8) OF TABULATION PROJECT PLANNERS INVOLVING RESPONSIBILITY FOR: (1) INSTALLING INTERNAL OPERATING PROCEDURES; (2) SCHEDULING AND ASSIGNING PROJECTS BY MAJOR COMPONENT SERVICED OR SUBJECT-MATTER FIELDS; (3) APPROVING TIME AND COST ESTIMATES FOR PROPOSED PROJECTS; (4) REVIEWING AND APPROVING PROJECT PLANS FOR ADEQUACY OF PRESENTATION AND TO INSURE THAT DESIRED END RESULTS ARE ACCOMPLISHED IN AN ECONOMICAL AND/OR EXPEDITIOUS MANNER; (5) REVIEWING COMPLETED TABULAR REPORTS AND MACHINE LISTINGS FOR CONFORMANCE WITH PROJECT REQUIREMENTS; (6) PROVIDING FORMAL AND ON-THE-JOB TRAINING FOR TRAINEES; (7) EVALUATING PERFORMANCE OF SUBORDINATES, RECOMMENDING PERSONNEL ACTIONS, AND AUTHORIZING LEAVE AND OVERTIME REQUESTS; AND (8) RESOLVING COMPLEX WIRING AND PROCEDURAL PROBLEMS. NORMALLY, TECHNICAL SUPERVISION IS EXERCISED THROUGH SUBORDINATE SUPERVISORS.
4. MENTAL DEMANDS	CLOSE AND CONTINUOUS NATURE OF SUPERVISION AND GUIDANCE RECEIVED LARGELY PRECLUDES EXERCISE OF INDEPENDENT JUDGMENT AND INITIATIVE IN PERFORMING ASSIGNED DUTIES. REQUIRES CONSIDERABLE MENTAL EFFORT TO ABSORB AND RETAIN NUMEROUS AND DIVERSIFIED INSTRUCTIONS PERTAINING TO PRINCIPLES, METHODS, AND TECHNIQUES OF PROJECT PLANNING FOR THE MECHANICAL PROCESSING OF DATA. CONSIDERABLE MENTAL CONCENTRATION IS REQUIRED TO WORK UNDER PRESSURE GENERATED BY NEED TO MEET SPECIFIC PROJECT DEADLINES.	REQUIRES CREATIVE TALENT AND RESOURCEFULNESS FOR DEVISING WIRING DIAGRAMS, CODE SHEETS, CARD LAYOUT FORMS, REPORTING SCHEDULES, WORK-FLOW CHARTS, AND FINAL TABULATION FORMS. REQUIRES MODERATE JUDGMENT AND ORIGINALITY IN DETERMINING NATURE AND SEQUENCE OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES INCIDENT TO THE PRODUCTION OF RECURRING AND SPECIAL REPORTS AND MACHINE LISTINGS. CONSIDERABLE MENTAL CONCENTRATION IS REQUIRED TO WORK UNDER PRESSURE GENERATED BY NEED TO MEET SPECIFIC PROJECT DEADLINES.	SAME AS FOR GS-7, AND IN ADDITION: REQUIRES CONSIDERABLE JUDGMENT AND RESOURCEFULNESS TO DETERMINE THE FEASIBILITY OF PROPOSED PROJECTS ON THE BASIS OF PERSONNEL, EQUIPMENT, TIME, COST, AND MECHANICAL AND CLERICAL PROCEDURES INVOLVED. REQUIRES CONSIDERABLE INGENUITY TO RECOGNIZE NEED FOR, AND DEVELOP ADAPTATIONS TO, PROJECT PLANS COMMENSURATE WITH CHANGING REPORT REQUIREMENTS. REQUIRES CONSIDERABLE INITIATIVE TO RECOMMEND IMPROVEMENTS TO EXISTING INTERNAL WORK METHODS AND MANAGEMENT CONTROLS PREVAILING WITHIN A MACHINE ACCOUNTING INSTALLATION.	SAME AS FOR GS-9, AND IN ADDITION: REQUIRES HIGH DEGREE OF JUDGMENT, INITIATIVE, AND ORIGINALITY TO DETERMINE FEASIBILITY OF FURNISHING MACHINE ACCOUNTING SUPPORT TO ORGANIZATIONAL COMPONENTS TO FACILITATE THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA PERTAINING TO INTELLIGENCE, ADMINISTRATIVE, AND/OR SELECTED OPERATIONAL ACTIVITIES. REQUIRES CONSIDERABLE MENTAL CONCENTRATION TO RESOLVE COMPLEX WIRING AND PROCEDURAL PROBLEMS. CONSIDERABLE JUDGMENT IS REQUIRED IN SCHEDULING AND ASSIGNING PROJECTS TO SUBORDINATE TABULATION PROJECT PLANNERS, MAINTAINING A SMOOTH WORK FLOW, MEETING PROJECT DEADLINES, AND ACCOMPLISHING DESIRED END RESULTS.
5. PERSONAL WORK CONTACTS	INFREQUENT TELEPHONE CONTACTS AND/OR PERSONAL VISITS WITH REPRESENTATIVES OF SERVICED COMPONENTS TO OBTAIN A BETTER UNDERSTANDING OF THEIR ORGANIZATIONAL STRUCTURE, PROGRAM OBJECTIVES, SUBJECT-MATTER FIELD, DOCUMENT CONTROLS, AND INTERNAL WORK FLOW PROCEDURES, NECESSARY FOR PLANNING THE APPLICATION OF MACHINE METHODS TO THE PRODUCTION OF SIMPLE TABULAR REPORTS AND MACHINE LISTINGS OF A RECURRING NATURE.	OCCASIONAL TELEPHONE CONTACTS AND/OR PERSONAL VISITS WITH REPRESENTATIVES OF SERVICED AGENCY COMPONENTS TO OBTAIN A BETTER UNDERSTANDING OF TYPE OF REPORTS AND LISTINGS DESIRED, AND TO SUGGEST MINOR CHANGES IN CODES, REPORTING SCHEDULES, AND FINAL TABULATION FORMS TO EFFECT GREATER FACILITY IN THE CLERICAL AND MECHANICAL PROCESSING OF THE DATA. OCCASIONAL VISITS WITH SUPERVISORS OF CODING OR CARD PUNCH OPERATIONS TO INTERPRET PERTINENT PROCEDURES AND INSTRUCTIONS CONTAINED IN PROJECT PLANS FOR THE PRODUCTION OF MODERATELY COMPLEX TABULAR REPORTS AND LISTINGS OF A RECURRING AND SPECIAL NATURE.	FREQUENT TELEPHONE AND PERSONAL CONTACTS WITH REPRESENTATIVES OF SERVICED AGENCY COMPONENTS TO DETERMINE PURPOSE, NATURE, AND JUSTIFICATION OF PROPOSED PROJECTS; TO ANALYZE AND EVALUATE THE OPERATIONS OF REQUESTING OFFICES IN TERMS OF DESIRED END RESULTS; TO RESOLVE MACHINE ACCOUNTING PROBLEMS PERTAINING TO SUCH MATTERS AS AVAILABILITY AND LEGIBILITY OF SOURCE DOCUMENTS, REVISION OF DOCUMENT AND ACCOUNTING CONTROLS AND ADAPTATION OF CODES CONSISTENT WITH CAPABILITIES AND LIMITATIONS OF TABULATING CARDS AND EQUIPMENT; AND TO OBTAIN CONCURRENCES ON REPORTING SCHEDULES AND FINAL TABULATION FORMS. OCCASIONAL PERSONAL CONTACTS WITH SUPERVISORY PERSONNEL OF OPERATING SEGMENTS WITHIN A MACHINE ACCOUNTING INSTALLATION, CONCERNING THE ESTABLISHMENT AND IMPROVEMENT OF INTERNAL WORK METHODS AND OTHER MANAGEMENT CONTROLS IN ORDER TO ACHIEVE MAXIMUM OPERATING EFFICIENCY.	CONTINUOUS TELEPHONE AND PERSONAL CONTACTS WITH OFFICIALS OF SERVICED ORGANIZATIONS RELATIVE TO THE FEASIBILITY OF CONVERSION FROM MANUAL TO MACHINE ACCOUNTING METHODS OF COLLECTING, RECORDING, INDEXING, AND TABULATING A WIDE VARIETY OF INTELLIGENCE, ADMINISTRATIVE AND/OR SELECTED OPERATIONAL DATA. THE CONTACTS INCLUDE PARTICIPATION IN PLANNING CONFERENCES FOR ESTABLISHING WORKING AGREEMENTS, DEVELOPING SOURCE MATERIAL, AND RESOLVING PROBLEMS WITH RESPECT TO ALL ASPECTS OF PROPOSED PROJECTS CONSISTENT WITH ESTABLISHED POLICY. OCCASIONAL TELEPHONE AND PERSONAL CONTACT WITH REPRESENTATIVES OF BUSINESS MACHINE MANUFACTURERS CONCERNING THE DELIVERY, INSTALLATION, AND SERVICING OF TABULATING EQUIPMENT, THE DEVELOPMENT OF FORMAL TRAINING SCHEDULES, AND THE INNOVATION OF NEW MACHINE ACCOUNTING METHODS AND TECHNIQUES.
6. QUALIFICATION REQUIREMENTS A. KNOWLEDGES	THOROUGH KNOWLEDGE IS REQUIRED OF FUNCTIONS, CAPACITIES, AND LIMITATIONS OF TABULATING EQUIPMENT, AND PRINCIPLES AND TECHNIQUES OF BASIC WIRING, AND STATISTICAL CODING. A BASIC UNDERSTANDING OF THE APPLICATION OF MACHINE ACCOUNTING PRINCIPLES AND METHODS TO THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA.	SAME AS FOR GS-5, AND IN ADDITION: A DEMONSTRATED WORKING KNOWLEDGE IS REQUIRED OF THE METHODS AND TECHNIQUES OF FORMULATING A PROJECT PLAN FOR THE MECHANICAL PROCESSING OF DATA INCLUDING DEVELOPMENT OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, REPORTING SCHEDULES, CARD LAYOUT FORMS, CODE SHEETS, WORK-FLOW CHARTS, AND FINAL TABULATION FORMS. A WORKING KNOWLEDGE OF FUNCTIONS AND INTERNAL WORK FLOW PROCEDURES OF AGENCY COMPONENTS RECEIVING MACHINE ACCOUNTING SUPPORT IS DESIRABLE.	SAME AS FOR GS-7, AND IN ADDITION: WORKING KNOWLEDGE IS REQUIRED OF STANDARD MANAGEMENT CONTROLS NECESSARY FOR THE EFFICIENT ADMINISTRATION OF A MACHINE ACCOUNTING PROGRAM.	SAME AS FOR GS-9, AND IN ADDITION: WORKING KNOWLEDGE OF PRINCIPLES AND METHODS OF SUPERVISION, AS WELL AS MANAGEMENT TECHNIQUES AND CONTROLS APPLICABLE TO MACHINE ACCOUNTING OPERATIONS. GENERAL FAMILIARITY WITH SEVERAL SUBJECT-MATTER FIELDS APPROPRIATE FOR MACHINE ACCOUNTING ADAPTION IS DESIRABLE.
B. SKILLS	REQUIRES MODERATE DEXTERITY AND PRECISION TO WIRE, ADJUST, AND REWIRE CONTROL PANELS FOR SIMPLE CARD-HANDLING AND COMPUTATIONAL PROCESSES.	SAME AS FOR GS-5.	REQUIRES CONSIDERABLE DEXTERITY AND PRECISION TO WIRE, ADJUST, AND REWIRE CONTROL PANELS FOR COMPLEX CARD-HANDLING AND COMPUTATIONAL PROCESSES.	REQUIRES HIGH DEGREE OF DEXTERITY AND PRECISION TO WIRE, ADJUST, AND REWIRE CONTROL PANELS FOR HIGHLY COMPLEX CARD-HANDLING AND COMPUTATIONAL PROCESSES.
C. ABILITIES	ABILITY TO COMPREHEND AND APPLY DIVERSIFIED INSTRUCTIONAL MATERIAL PERTAINING TO PLANNING AND OPERATIONAL PHASES OF MACHINE ACCOUNTING. ABILITY TO PERCEIVE THE SEQUENCE OF CLERICAL AND MECHANICAL PROCEDURES INVOLVED IN THE MECHANICAL PROCESSING OF DATA. ABILITY TO DEVELOP AND WRITE BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES IN A COHERENT AND LOGICAL MANNER. ABILITY TO RECOGNIZE DIFFERENCES IN PERCEPTICALLY SIMILAR SOURCE DATA.	ABILITY TO PLAN AND DEVELOP ENTIRE SEQUENCES OF CLERICAL AND MECHANICAL PROCEDURES AND TO DESIGN WIRING DIAGRAMS, CODE SHEETS, REPORTING SCHEDULES, CARD LAYOUT FORMS, WORK-FLOW CHARTS, AND FINAL TABULATION FORMS INCIDENT TO THE PRODUCTION OF MODERATELY COMPLEX RECURRING TABULAR REPORTS AND LISTINGS; ABILITY TO ORGANIZE AND COMPILE MACHINE ACCOUNTING PRODUCTION STATISTICS IN A SYSTEMATIC MANNER.	SAME AS FOR GS-7, AND IN ADDITION: ABILITY TO RECOGNIZE NEED FOR, AND DETERMINE NATURE OF, ADAPTATIONS TO STANDARD CLERICAL AND MACHINE PRACTICES IN THE INTEREST OF EXPEDIENCY OR EFFICIENCY. ABILITY TO FURNISH ASSISTANCE TO SUBORDINATE PLANNERS IN APPLYING METHODS AND TECHNIQUES OF PROCEDURES WRITING AND FORMS DESIGN, IN INTERPRETING MACHINE ACCOUNTING POLICIES AND STANDARDS, AND IN RECOGNIZING NATURE AND EXTENT OF MACHINE ACCOUNTING ADAPTATIONS TO SPECIFIC PROJECTS. ABILITY TO DEVELOP TIME AND COST ESTIMATES FOR PROPOSED PROJECTS, AND TO ANALYZE AND EVALUATE OPERATIONS OF REQUESTING OFFICES PRELIMINARY TO DEVELOPING A PROJECT PLAN. ABILITY TO EXERCISE TACT AND DISCRETION IN DEALING WITH REQUESTORS OF MACHINE ACCOUNTING SUPPORT IN ORDER TO MAINTAIN SATISFACTORY WORKING RELATIONSHIPS.	SAME AS FOR GS-9, AND IN ADDITION: ABILITY TO CONFER WITH REPRESENTATIVES OF SERVICED ORGANIZATIONS CONCERNING THE DESIRED END RESULTS, APPROPRIATE MECHANICAL AND CLERICAL METHODS OF SECURING PERTINENT SOURCE DATA, CONCURRENCES REGARDING REPORTING SCHEDULES, CODES, CARD LAYOUT FORMS, AND FINAL TABULATION FORMS, AND THE MECHANICAL FEASIBILITY OF PROPOSED PROJECTS. ABILITY TO INITIATE AND CONDUCT AN OPERATIONAL ANALYSIS OF AGENCY COMPONENTS TO DETERMINE FEASIBILITY OF CONVERSION FROM MANUAL TO MACHINE METHODS FOR THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA. ABILITY TO PLAN, DIRECT AND COORDINATE THE WORK OF SUBORDINATE TABULATION PROJECT PLANNERS ENGAGED IN THE DEVELOPMENT OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES INCIDENT TO THE PRODUCTION OF RECURRING AND SPECIAL TABULAR REPORTS AND MACHINE LISTINGS.
D. WORK EXPERIENCE AND EDUCATION	MUST POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF; AND IN ADDITION: 1. REQUIRES A MINIMUM OF 2 YEARS PROGRESSIVELY RESPONSIBLE EXPERIENCE IN THE OPERATION OF MANUAL CARD PUNCH MACHINES, SORTING MACHINES, AND WIRE TABULATING DEVICES; (6 MONTHS OF WHICH INVOLVED THE WIRING OF CONTROL PANELS AND SETTING UP MACHINE CONTROLS FOR SIMPLE CARD-HANDLING AND COMPUTATIONAL PROCESSES). AT LEAST 3 MONTHS OF THIS EXPERIENCE MUST HAVE INVOLVED ASSISTING IN PROJECT PLANNING, INCLUDING THE DEVELOPMENT OF DETAILED CLERICAL AND MECHANICAL PROCEDURES AND THE DESIGN OF WORK-FLOW CHARTS, REPORTING SCHEDULES, CARD LAYOUT FORMS, CODES, WIRING DIAGRAMS, AND FINAL TABULATION FORMS; OR 2. SIX MONTHS EXPERIENCE AS A TABULATING MACHINE OPERATOR OR AS A TABULATING EQUIPMENT OPERATOR WITHIN CIA AT THE GS-4 GRADE LEVEL PROVIDED THAT ABILITY HAS BEEN EVIDENCED TO ENGAGE SUCCESSFULLY IN THE PROJECT PLANNING PHASES OF MACHINE ACCOUNTING. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN TABULATING EQUIPMENT OPERATION AND BASIC WIRING PRINCIPLES AND TECHNIQUES MAY BE SUBSTITUTED FOR 6 MONTHS OF THE EXPERIENCE DESCRIBED IN PARAGRAPH ONE.	MUST POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF; AND IN ADDITION: 1. REQUIRES 2 YEARS PROGRESSIVELY RESPONSIBLE EXPERIENCE IN THE OPERATION OF MANUAL CARD PUNCH MACHINES, SORTING MACHINES, AND WIRE TABULATING DEVICES, 1 YEAR WHICH INVOLVED WIRING CONTROL PANELS AND SETTING UP MACHINE CONTROLS FOR MODERATELY COMPLEX CARD HANDLING AND COMPUTATIONAL PROCESSES. IN ADDITION, REQUIRES 1 YEAR EXPERIENCE IN PROJECT PLANNING INVOLVING THE DEVELOPMENT OF A SEQUENCE OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, AND THE DESIGN OF WIRING DIAGRAMS, REPORTING SCHEDULES, CARD LAYOUT FORMS, CODES, AND FINAL TABULATION FORMS, NINE MONTHS OF WHICH WAS EQUIVALENT TO WORK PERFORMED AT GS-5 GRADE LEVEL; OR 2. SIX MONTHS CIA EXPERIENCE EITHER AS A TABULATION PROJECT PLANNER (TRAINEE), TABULATING MACHINE OPERATOR, OR AS A TABULATING EQUIPMENT OPERATOR, AT THE GS-5 GRADE LEVEL AND INVOLVING PROJECT PLANNING FUNCTIONS IS CONSIDERED QUALIFYING FOR ADVANCEMENT TO GS-7. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN TABULATING EQUIPMENT OPERATION AND BASIC WIRING PRINCIPLES AND TECHNIQUES MAY BE SUBSTITUTED FOR 6 MONTHS OF THE GENERAL EXPERIENCE. 4. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSE IN PROJECT PLANNING MAY BE SUBSTITUTED FOR 3 MONTHS OF THE PLANNING EXPERIENCE. 5. ANY EXCESS OF PLANNING EXPERIENCE MAY BE SUBSTITUTED FOR A LIKE AMOUNT OF GENERAL EXPERIENCE.	MUST POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF; AND IN ADDITION: 1. REQUIRES 2 YEARS PROGRESSIVELY RESPONSIBLE EXPERIENCE IN MACHINE ACCOUNTING WHICH INVOLVED THE OPERATION, DESIGN, MANUFACTURE, OR SALE OF TABULATING EQUIPMENT. IN ADDITION, REQUIRES 2 YEARS EXPERIENCE IN PROJECT PLANNING INVOLVING THE DEVELOPMENT OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES AND THE DESIGN OF WIRING DIAGRAMS, REPORTING SCHEDULES, CARD LAYOUT FORMS, CODES, AND FINAL TABULATION FORMS. AT LEAST 8 MONTHS OF THE PLANNING EXPERIENCE MUST HAVE BEEN AT A LEVEL OF DIFFICULTY COMPARABLE TO THE GS-7 GRADE LEVEL; OR 2. 12 MONTHS CIA EXPERIENCE AS A TABULATION PROJECT PLANNER OR AS A TABULATING EQUIPMENT OPERATIONS SUPERVISOR AT THE GS-7 GRADE LEVEL PROVIDED THAT THE LATTER POSITION INVOLVED PROJECT PLANNING FUNCTION IS CONSIDERED QUALIFYING FOR ADVANCEMENT TO GS-9. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN TECHNIQUES OF ADVANCED WIRING AND IN THE OPERATION OF COMPLEX TABULATING EQUIPMENT CAN BE SUBSTITUTED FOR 6 MONTHS OF THE REQUIRED EXPERIENCE, IN THE OPERATION, DESIGN, MANUFACTURE, OR SALE OF TABULATING EQUIPMENT. 4. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSE IN PROJECT PLANNING CAN BE SUBSTITUTED FOR 3 MONTHS OF THE REQUIRED PLANNING EXPERIENCE. 5. ANY EXCESS OF PLANNING EXPERIENCE MAY BE SUBSTITUTED FOR A LIKE AMOUNT OF GENERAL EXPERIENCE.	MUST POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF; AND IN ADDITION: 1. REQUIRES 2 YEARS OF PROGRESSIVELY RESPONSIBLE EXPERIENCE IN MACHINE ACCOUNTING WHICH INVOLVED OPERATION, DESIGN, MANUFACTURE, OR SALE OF MANUAL AND WIRE TABULATING DEVICES. IN ADDITION, REQUIRES 3 YEARS EXPERIENCE IN PROJECT PLANNING INVOLVING THE DEVELOPMENT OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES AND THE DESIGN OF WIRING DIAGRAMS, REPORTING SCHEDULES, CARD LAYOUT FORMS, CODES, AND FINAL TABULATION FORMS. AT LEAST ONE YEAR OF PLANNING EXPERIENCE MUST HAVE BEEN OF A LEVEL OF DIFFICULTY COMPARABLE TO THE GS-9 GRADE LEVEL. 6 MONTHS OF THE PLANNING EXPERIENCE MUST HAVE BEEN SUPERVISORY IN NATURE FOR POSITIONS WHICH INVOLVE THE PLANNING AND DIRECTING OF WORK OF SUBORDINATE TABULATION PROJECT PLANNERS; OR 2. ONE YEAR CIA EXPERIENCE AS A TABULATION PROJECT PLANNER OR AS A TABULATING EQUIPMENT OPERATIONS SUPERVISOR AT THE GS-9 GRADE LEVEL, PROVIDED THAT THE LATTER POSITION INVOLVED PROJECT PLANNING FUNCTIONS, IS CONSIDERED QUALIFYING FOR ADVANCEMENT TO GS-11. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN TECHNIQUES OF ADVANCED WIRING AND IN THE OPERATION OF COMPLEX TABULATING EQUIPMENT CAN BE SUBSTITUTED FOR 6 MONTHS OF THE REQUIRED EXPERIENCE IN THE OPERATION, DESIGN, MANUFACTURE, OR SALE OF TABULATING EQUIPMENT. 4. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSE IN PROJECT PLANNING CAN BE SUBSTITUTED FOR 3 MONTHS OF THE REQUIRED PLANNING EXPERIENCE. 5. ANY EXCESS OF PLANNING EXPERIENCE MAY BE SUBSTITUTED FOR A LIKE AMOUNT OF GENERAL EXPERIENCE.
E. PHYSICAL REQUIREMENTS	REQUIRES MODERATE EXERTION IN WIRING, ADJUSTING, AND REWIRING CONTROL PANELS.	SAME AS FOR GS-5.	SAME AS FOR GS-5.	SAME AS FOR GS-5.
F. PERSONAL CHARACTERISTICS	REQUIRES INHERENT CAPACITY TO UNDERSTAND AND SOLVE PROBLEMS INVOLVED IN THE APPLICATION OF MACHINE METHODS TO THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA. INTEREST IS REQUIRED IN PROCEDURAL WRITING AND FORMS DESIGN IN CONNECTION WITH PLANNING MACHINE ACCOUNTING PROJECTS. MUST POSSESS PLACID TEMPERAMENT AND WILLINGNESS TO WORK UNDER CONSIDERABLE TENSION GENERATED BY DEMANDS FOR MEETING SHORT DEADLINES AND FOR MAINTAINING EXTREME ACCURACY.	SAME AS FOR GS-5.	SAME AS FOR GS-7, AND IN ADDITION: REQUIRES TACT AND DISCRETION WHEN DEALING WITH REPRESENTATIVES OF AGENCY COMPONENTS REQUESTING MACHINE ACCOUNTING SUPPORT.	SAME AS FOR GS-9, AND IN ADDITION: REQUIRES WILLINGNESS TO KEEP ABREAST OF, AND BE RECEPTIVE TOWARDS IDEAS AND DEVELOPMENTS RELATING TO MACHINE ACCOUNTING PRINCIPLES, METHODS AND TECHNIQUES.

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TABULATION PROJECT PLANNER, GS-0359.03

EVALUATION FACTORS	GRADE LEVEL DISTINCTIONS			
	TABULATION PROJECT PLANNER GS-0359.03-05	TABULATION PROJECT PLANNER GS-0359.03-07	TABULATION PROJECT PLANNER GS-0359.03-09	TABULATION PROJECT PLANNER GS-0359.03-11
	DUTIES	DUTIES	DUTIES	DUTIES
	1. DEVELOPS BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES NECESSARY FOR THE PRODUCTION OF MACHINE LISTINGS AND SIMPLE TABULAR REPORTS OF A RECURRING NATURE PERTAINING TO INTELLIGENCE, ADMINISTRATIVE, OR SELECTED OPERATIONAL ACTIVITIES INVOLVING SEQUENCE OF CODING, CARD PUNCHING, VERIFYING, SORTING, INTERPRETING, COLLATING, REPRODUCING, AND TABULATING PROCESSES. DEVELOPS DETAILED CLERICAL AND MECHANICAL PROCEDURES FOR SEGMENTS OF MACHINE PROJECTS FOR LARGE, COMPLEX, RECURRING AND SPECIAL REPORTS. 2. DEVISES AND/OR ADAPTS CODE SHEETS, CARD FORMS, REPORTING SCHEDULES, WORKFLOW CHARTS, AND FINAL TABULATION FORMS. 3. PLANS, DIAGRAMS, AND PERFORMS BASIC WIRING ON TABULATING DEVICES, AND SETS UP MACHINE CONTROLS NECESSARY FOR ACTIVATING A SERIES OF SIMPLE CARD-HANDLING PROCESSES. 4. MAY OPERATE A VARIETY OF TABULATING MACHINES SUCH AS TABULATORS, COLLATORS, INTERPRETERS, REPRODUCERS, AND SORTERS TO MEET PROJECT DEADLINES DURING PERIODS OF PEAK WORKLOADS.	SAME PLANNING FUNCTIONS AS FOR GS-5 APPLIED TO THE PRODUCTION OF MODERATELY COMPLEX RECURRING OR SIMPLE NON-RECURRING TABULAR REPORTS AND MACHINE LISTINGS; AND IN ADDITION: 1. CONFERS WITH REPRESENTATIVES OF REQUESTING OFFICES CONCERNING SUCH PLANNING AND PROCEDURAL DETAILS AS FLOW AND LEGIBILITY OF SOURCE DOCUMENTS, DEVELOPMENT AND ADAPTION OF CODES AND CODING PROCEDURES, AND DESIGN OF FORMATS FOR CARD LAYOUT FORMS, CODE SHEETS, AND REPORTING SCHEDULES. 2. COMPILES PRODUCTION STATISTICS ON PREVIOUS MACHINE PROJECTS IN CONNECTION WITH THE PREPARATION OF TIME AND COST ESTIMATES FOR COMPLETION OF PROPOSED PROJECTS RECURRING AND SPECIAL IN NATURE. 3. ASSISTS HIGHER-BRADED PLANNERS IN CONDUCTING EVALUATION STUDIES OF MACHINE ACCOUNTING OPERATIONS INCLUDING APPRAISAL OF INTERNAL MANAGEMENT CONTROLS. 4. OCCASIONALLY IMPROVISES CLERICAL AND MECHANICAL PROCEDURES TO SHORT-CUT STANDARD PROCESSES INVOLVED IN THE PRODUCTION OF SIMPLE RECURRING REPORTS LIMITED TO ONE SUBJECT-MATTER FIELD.	SAME PLANNING FUNCTIONS AS FOR GS-7 APPLIED TO THE PRODUCTION OF BOTH RECURRING AND SPECIAL PROJECTS COMPLEX IN NATURE, AND IN ADDITION: 1. PARTICIPATES IN INITIAL PLANNING CONFERENCES WITH REPRESENTATIVES OF OPERATING OFFICES TO DETERMINE NATURE, SCOPE, AND MECHANICAL FEASIBILITY OF PROPOSED PROJECTS. 2. ANALYZES AND EVALUATES OPERATIONS OF REQUESTING OFFICES IN TERMS OF AVAILABILITY, VARIETY, AND COMPLEXITY OF SOURCE MATERIAL; NATURE OF EXISTING RECORD-KEEPING AND REPORTING METHODS; AND THE CAPABILITIES AND LIMITATIONS OF MACHINE METHODS AND EQUIPMENT. PREPARES SURVEY REPORTS WITH RECOMMENDATION FOR ACCEPTANCE OR REJECTION OF PROPOSED PROJECTS. 3. ESTIMATES COST OF PROPOSED PROJECTS CONSIDERING SUCH FACTORS AS CARD VOLUME; EXPENDITURE OF MACHINE AND MAN-HOURS BY MACHINE TYPE, AND CLERICAL AND PLANNING TIME. 4. COLLABORATES WITH REQUESTORS IN THE DEVELOPMENT, EXTENSION, AND REVISION OF DOCUMENT CONTROL PROCEDURES AND CLASSIFICATION AND CODING STRUCTURES FOR ADMINISTRATIVE, INTELLIGENCE, OR SELECTED OPERATIONAL DATA ENCOMPASSING AT LEAST ONE MAJOR SUBJECT-MATTER FIELD. 5. CONDUCTS STUDIES OF MACHINE ACCOUNTING OPERATIONS; EVALUATES INTERNAL WORK METHODS, CLERICAL AND MACHINE PROCESSES IN TERMS OF VOLUME, COMPLEXITY, AND COST OF PRODUCING RECURRING AND SPECIAL TABULAR REPORTS AND MACHINE LISTINGS. PREPARES AND ANALYZES REPORTS ON MACHINE TROUBLE AND UTILIZATION, AND OPERATOR PRODUCTIVITY. COMPARES ACTUAL WITH ESTIMATED COSTS OF COMPLETING A PROJECT. DEVELOPS ON AN EXPERIMENTAL BASIS, ADAPTIONS TO STANDARD CLERICAL AND MACHINE PROCESSES TO IMPROVE EFFICIENCY OF OPERATIONS AND TO ACCOMMODATE CHANGING INFORMATIONAL REQUIREMENTS. 6. PLANS, DIAGRAMS, AND PERFORMS ADVANCED WIRING ON TABULATING DEVICES, AND SETS UP MACHINE CONTROLS NECESSARY FOR ACTIVATING A SERIES OF COMPLEX CARD-HANDLING AND COMPUTATIONAL PROCESSES. 7. MAY SUPERVISE A SMALL GROUP (3 TO 6) OF SUBORDINATE TABULATION PROJECT PLANNERS INVOLVING: (1) REVIEW OF CLERICAL AND MACHINE PROCEDURES, REPORTING SCHEDULES, WIRING DIAGRAMS, FINAL TABULATION FORMS, MACHINE SET UP, WORKFLOW CHARTS, ETC. FOR TECHNICAL ACCURACY AND CONFORMANCE WITH PROJECT REQUIREMENTS; (2) INSTRUCTION IN METHODS AND TECHNIQUES OF PROJECT PLANNING INCLUDING PROCEDURES AND ADAPTION; AND (3) RESOLUTION OF WIRING AND PROCEDURAL PROBLEMS.	SAME PLANNING AND LIAISON FUNCTIONS AS FOR GS-9; AND IN ADDITION: 1. FURNISHES TECHNICAL ADVICE AND GUIDANCE TO AGENCY OFFICIALS REGARDING THE FEASIBILITY OF CONVERTING FROM MANUAL TO MACHINE METHODS FOR THE COLLECTION, INDEXING, RECORDING, AND TABULATION OF DATA. ADVISES ON FACILITIES OF MACHINE ACCOUNTING INSTALLATION, AND EXPLAINS SUCH TECHNICAL ASPECTS OF MACHINE ACCOUNTING AS REDUCING INFORMATION ON SOURCE DOCUMENTS TO ALPHABETIC OR NUMERIC CODE FOR TRANSCRIPTION ON TABULATING CARDS, STANDARD SEQUENCES OF WIRE-ACTIVATED CARD-HANDLING AND COMPUTATIONAL PROCESSES, AND THE CAPABILITIES AND LIMITATIONS OF TABULATING EQUIPMENT. 2. ESTABLISHES WORKING AGREEMENTS, AND DEVELOPS SOURCE MATERIALS FOR THE APPLICATION AND EXTENSION OF MACHINE ACCOUNTING METHODS FOR BETTER FULFILLMENT OF AGENCY'S RECORD-KEEPING AND REPORTING REQUIREMENTS. 3. REVIEWS OR PREPARES OPERATIONAL SURVEY REPORTS, AND TIME AND COST ESTIMATES OF COMPLETING A PROPOSED PROJECT TO DETERMINE NATURE AND EXTENT OF MACHINE PROBLEMS INVOLVED, AND THE RELATIVE INFORMATIONAL VALUE TO BE ACCRUED. RECOMMENDS ACCEPTANCE OR REJECTION OF PROPOSED PROJECTS CONSISTENT WITH ESTABLISHED POLICIES. 4. ASSISTS IN THE FORMULATION AND MODIFICATION OF POLICIES UNDERLYING THE ADMINISTRATION OF A MACHINE ACCOUNTING PROGRAM. DEVELOPS CRITERIA TO DETERMINE FEASIBILITY OF PROPOSED MACHINE ACCOUNTING PROJECTS. 5. DIRECTS SUBORDINATES ENGAGED IN THE PROJECT PLANNING PHASES OF MACHINE ACCOUNTING OPERATIONS, WHICH INVOLVES: (1) SCHEDULING AND ASSIGNING PROJECTS TO SUBORDINATE TABULATION PROJECT PLANNERS; (2) RESOLVING PROCEDURAL AND WIRING PROBLEMS; (3) APPROVING TIME AND COST ESTIMATES FOR PROPOSED PROJECTS; (4) REVIEWING PROJECT PLANS CONTAINING CLERICAL AND MACHINE PROCEDURES, REPORTING SCHEDULES, CARD LAYOUT FORMS, WIRING DIAGRAMS, WORKFLOW CHARTS, AND FINAL TABULATION FORMS--TO INSURE THAT DESIRED END RESULTS WILL BE REALIZED IN AN EFFICIENT AND ECONOMICAL MANNER; (5) REVIEWING COMPLETED TABULAR REPORTS AND MACHINE LISTINGS FOR CONFORMANCE WITH PROJECT REQUIREMENTS; (6) PREPARING EMPLOYEE EVALUATION REPORTS, AND LEAVE, OVERTIME, AND TRAINING SCHEDULES; AND (7) PROVIDING FORMAL OR ON-THE-JOB TRAINING FOR TRAINEE PROJECT PLANNING PERSONNEL. 6. FROM ANALYSIS OF PROJECT STATUS REPORTS, REVISES CLERICAL AND MACHINE PROCEDURES AND WORK METHODS TO MEET SCHEDULED DEADLINES, INSURE CONTINUITY OF WORKFLOW, OR TO EFFECT SAVINGS IN MACHINE AND MAN-HOURS. 7. ASSISTS IN THE DETERMINATION OF PERSONNEL AND EQUIPMENT REQUIREMENTS, AND THE PREPARATION OF BUDGET ESTIMATES FOR MACHINE ACCOUNTING OPERATIONS. 8. PREPARES WIRING DIAGRAMS FOR THE ACCOMPLISHMENT OF A SEQUENCE OF COMPLEX CARD-HANDLING AND COMPUTATIONAL PROCESSES INVOLVING MULTIPLE 'X' SELECTION, TOTAL TRANSFER, CROSS FOOTING, ALPHABETIC CLASS AND FIELD SELECTION, SPECIAL PROGRAM, AND MULTIPLE-LINE PRINTING.
1. SCOPE AND EFFECT A. NATURE OF PROJECT ASSIGNMENTS AND COMMITMENTS	THE GS-5 TABULATION PROJECT PLANNER POSITIONS CONSTITUTE THE TRAINEE LEVEL. DEVELOPS PROJECT PLANS, OR SEGMENTS THEREOF, FOR THE APPLICATION OF MACHINE ACCOUNTING METHODS TO THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA USUALLY RESTRICTED TO ONE SUBJECT MATTER FIELD IN INTELLIGENCE, ADMINISTRATIVE, OR SELECTED OPERATIONAL ACTIVITIES. THE PROJECT PLANS INVOLVE THE DEVELOPMENT OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, REPORTING SCHEDULES, CODES, CARD LAYOUT FORMS, WIRING DIAGRAMS, WORKFLOW CHARTS, AND FINAL TABULATION FORMS. THE COMPLETED TABULAR REPORTS AND LISTINGS ARE NORMALLY RECURRING IN NATURE INVOLVING A FEW REPETITIVE PROCESSES ON A LIMITED VARIETY OF TABULATING EQUIPMENT, E.G. SORTING CERTAIN CARDS BY ONE FIELD FROM EACH OF TWO FILES, MATCH-MERGING THE TWO DECKS SO OBTAINED BY A THIRD FIELD, LISTING THE CARDS ON AN ACCOUNTING MACHINE AND RE-SORTING THE DECK TO REPLACE THE CARDS IN THEIR ORIGINAL FILES. FULL RESPONSIBILITY IS PRESENT FOR PLANNING AND DIAGRAMMING BASIC WIRING NECESSARY FOR ACTIVATING A SERIES OF SIMPLE CARD-HANDLING AND COMPUTATIONAL PROCESSES. THE LIMITED SCOPE OF DUTIES PERFORMED IN A LEARNING CAPACITY PRECLUDES RESPONSIBILITY FOR RECOMMENDING ACCEPTANCE OR REJECTION OF PROPOSED PROJECTS ON THE BASIS OF MECHANICAL FEASIBILITY.	DEVELOPS PROJECT PLANS OR SEGMENTS THEREOF, FOR THE APPLICATION OF MACHINE ACCOUNTING METHODS TO THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA CONCERNING INTELLIGENCE, ADMINISTRATIVE, OR SELECTED OPERATIONAL ACTIVITIES. THE PROJECT PLANS INVOLVE THE DEVELOPMENT OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, REPORTING SCHEDULES, CODES, CARD LAYOUT FORMS, WIRING DIAGRAMS, WORKFLOW CHARTS AND FINAL TABULATION FORMS. A SUBSTANTIAL NUMBER OF THE PROJECT PLANS ARE DESIGNED FOR THE MECHANICAL PRODUCTION OF MODERATELY COMPLEX RECURRING REPORTS, SINGULARLY OR COLLECTIVELY ENCOMPASSING TWO OR THREE SUBJECT-MATTER FIELDS WITHIN A MAJOR OCCUPATIONAL AREA. A LIMITED NUMBER OF THE PROJECT PLANS ARE DESIGNED FOR THE MECHANICAL PRODUCTION OF MODERATELY COMPLEX NONRECURRING REPORTS NORMALLY RESTRICTED TO ONE SUBJECT-MATTER FIELD. THE PROJECT PLANS INVOLVE SEVERAL PROCESSES WHEREIN A SEQUENCE OF AS MANY AS 10 OR 15 STEPS ARE PRESCRIBED, USUALLY EACH DIFFERENT FROM THE PRECEDING STEP, AND REQUIRING THE UTILIZATION OF ALL THE BASIC TABULATING EQUIPMENT. ASSISTS IN THE ESTABLISHMENT OF INTERNAL MANAGEMENT CONTROLS TO INSURE EFFICIENT OPERATION OF A MACHINE ACCOUNTING INSTALLATION. PLANS AND DIAGRAMS WIRING FOR ACTIVATION OF ALL CARD-HANDLING AND COMPUTATIONAL PROCESSES WITHIN THE CAPABILITIES OF SIMPLE TABULATING MACHINES (INTERPRETERS, REPRODUCERS, ETC.) AND/OR WIRING OF COMPLEX TABULATING MACHINES (COLLATORS AND TABULATORS), TO ACTIVATE A SERIES OF MODERATELY COMPLEX CARD-HANDLING AND COMPUTATIONAL PROCESSES.	DEVELOPS COMPLETE PROJECT PLANS FOR THE APPLICATION OF MACHINE ACCOUNTING METHODS TO THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA CONCERNING INTELLIGENCE, ADMINISTRATIVE, OR SELECTED OPERATIONAL ACTIVITIES. THE PROJECT PLANS INVOLVE THE DEVELOPMENT OF BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, REPORTING SCHEDULES, CODES, CARD LAYOUT FORMS, WIRING DIAGRAMS, WORKFLOW CHARTS, FINAL TABULATION FORMS, AND WORK METHODS TO IMPLEMENT THE MECHANICAL PROCESSING OF DATA. SUBSTANTIAL AMOUNT OF THE PROJECT PLANS ARE DESIGNED FOR THE MECHANICAL PRODUCTION OF COMPLEX RECURRING REPORTS SINGULARLY OR COLLECTIVELY ENCOMPASSING TWO OR THREE SUBJECT-MATTER FIELDS WITHIN A MAJOR OCCUPATIONAL AREA (LAW, MEDICAL SCIENCES, PUBLIC ADMINISTRATION, SOCIAL SCIENCES, ENGINEERING, ETC.). A MODERATE AMOUNT OF THE PROJECT PLANS IS DESIGNED FOR THE MECHANICAL PRODUCTION OF COMPLEX NON-RECURRING REPORTS, NORMALLY RESTRICTED TO ONE SUBJECT-MATTER FIELD. THE PROJECT PLANS INVOLVE A WIDE VARIETY OF PROCESSES MOST OF WHICH ARE COMPLEX IN NATURE, REQUIRING A SEQUENCE OF MANY STEPS, USUALLY EACH OF WHICH IS DIFFERENT FROM THE PRECEDING. ANALYZES AND EVALUATES OPERATIONS OF REQUESTING OFFICES PRELIMINARY TO PLANNING AND DEVELOPING PROCEDURES FOR THE MECHANICAL PROCESSING OF DATA. RESPONSIBLE FOR RECOMMENDING ACCEPTANCE OR REJECTION OF PROPOSED PROJECTS BASED UPON SURVEY FINDINGS. AUTHORITY TO MAKE FINAL DETERMINATIONS RELATIVE TO BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES, REPORTING SCHEDULES, CODE SHEETS, CARD AND REPORT FORMS, AND COMPLEX WIRING DIAGRAMS. PLANS AND DIAGRAMS WIRING FOR COMPLEX CARD-HANDLING AND COMPUTATIONAL PROCESSES WITHIN THE CAPABILITIES OF COMPLEX TABULATING MACHINES (COLLATORS AND TABULATORS).	AS TECHNICAL ADVISOR ON MACHINE ACCOUNTING OPERATIONS, CONDUCTS CONTINUING LIAISON WITH REQUESTOR TO ASCERTAIN CHANGES IN DESIRED RESULTS OF PROJECTS, TO RECOGNIZE OPPORTUNITIES FOR DEVELOPMENT OF INFORMATIONAL BY-PRODUCTS THROUGH UNIQUE APPLICATION OF MACHINE METHODS, AND FOR EXTENSION OF MACHINE ACCOUNTING COVERAGE OVER A WIDE VARIETY OF SUBJECT-MATTER FIELDS APPLICABLE TO INTELLIGENCE, ADMINISTRATIVE AND/OR SELECTED OPERATIONAL ACTIVITIES. FORMULATES BASIC POLICIES AND STANDARDS GOVERNING THE ADMINISTRATION OF A MACHINE ACCOUNTING PROGRAM FOR APPROVAL BY SUPERIORS. ASSISTS REPRESENTATIVES OF SERVICED COMPONENTS IN THE DEVELOPMENT AND REVISION OF CLASSIFICATION AND CODING STRUCTURES TO CATEGORIZE AND TO SYMBOLIZE A WIDE VARIETY OF SUBJECT MATTER FOR MECHANICAL PROCESSING. RESOLVES COMPLEX TECHNICAL PROBLEMS PERTAINING TO PROCEDURES DEVELOPMENT, WIRING AND MACHINE SET-UP AND INTERNAL MANAGEMENT CONTROLS. PERFORMS ADMINISTRATIVE AND TECHNICAL SUPERVISORY FUNCTIONS IN CONNECTION WITH PROJECT PLANNING TO PHASES OF MACHINE ACCOUNTING OPERATIONS. RECOMMENDS ACCEPTANCE OF PROJECTS INVOLVING THE PRODUCTION OF RECURRING AND SPECIAL REPORTS OF A SEQUENCE OF A WIDE VARIETY OF SUBJECT-MATTER FIELDS. RECOMMENDATIONS ARE BASED ON MACHINE ACCOUNTING PROBLEMS INVOLVED AND THE RELATIVE INFORMATIONAL VALUE WHICH WOULD ACCRUE.
B. CONSEQUENCE OF PERFORMANCE	ERRONEOUS BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES DEVELOPED FOR THE PRODUCTION OF SIMPLE, RECURRING REPORTS AND MACHINE LISTINGS OR SEGMENTS OF LARGER REPORTS COULD RESULT IN ADDITIONAL COSTS IN MAN-HOURS, MATERIALS AND MACHINE OVERHEAD. SLIGHT PROBABILITY OF SERIOUS PROCEDURAL ERRORS NOT BEING CAUGHT AS PROJECT PLANS ARE SUBJECT TO TECHNICAL REVIEW BY SUPERVISOR. SLOW COMPREHENSION OF THE PRINCIPLES, METHODS, AND TECHNIQUES INVOLVED IN THE MECHANICAL PROCESSING OF DATA COULD RESULT IN EXCESSIVE DEMANDS OF TIME UPON SUPERVISORS TO FURNISH ADDITIONAL INSTRUCTIONS AND TO TRACE AND DETECT ERRORS IN PROCEDURES DEVELOPMENT.	ERRORS IN PLANNING AND DEVELOPING PROCEDURES FOR A SEQUENCE OF CLERICAL AND MECHANICAL OPERATIONS INCIDENT TO PRODUCTION OF MODERATELY COMPLEX REPORTS AND MACHINE LISTINGS COULD RESULT IN SIGNIFICANT COSTS IN MAN-HOURS, MATERIALS AND MACHINE OVERHEAD IF UNDETECTED BY SUPERVISOR DURING TECHNICAL REVIEW. THE OCCASIONAL SHORTCUTTING OF STANDARD PRACTICES INVOLVED IN THE PRODUCTION OF SIMPLE RECURRING REPORTS COULD RESULT IN LOWERED MACHINE ACCOUNTING COSTS.	ERRONEOUS ESTIMATES OF TIME AND COST INVOLVED IN PRODUCING A PROPOSED PROJECT INCLUDING THE PLANNING AND OPERATIONAL PHASES, COULD RESULT IN ADDITIONAL COSTS IN MAN-HOURS, MATERIALS, AND MACHINE OVERHEAD, AND COULD INDIRECTLY IMPEDE THE INTELLIGENCE, ADMINISTRATIVE SUPPORT, AND/OR SELECTED OPERATIONAL ACTIVITIES OF THE AGENCY. CONSIDERABLE SAVINGS IN TIME AND MONEY, BROADER INFORMATIONAL COVERAGE, OR INCREASED ACCURACY OF END PRODUCTS USUALLY RESULT FROM SOUND PROJECT PLANNING. SIMILARLY, IMPROVEMENTS IN MACHINE ACCOUNTING OPERATIONS USUALLY STEM FROM INTERNAL STUDIES OF PERSONNEL UTILIZATION, WORK FLOW, AND ESTABLISHED DOCUMENT AND ACCOUNTING CONTROLS.	SAME AS FOR GS-9; AND IN ADDITION: APPROVED RECOMMENDATIONS FOR ACCEPTANCE OF PROPOSED MACHINE PROJECTS BASED UPON FAULTY ANALYSIS OF THE OPERATIONS INCLUDING RECORD-KEEPING AND REPORTING REQUIREMENTS OF THE REQUESTING OFFICES, COULD RESULT IN EXCESSIVE OPERATING COSTS; HINDRANCE OF INTELLIGENCE, ADMINISTRATIVE SUPPORT, AND/OR SELECTED OPERATIONAL ACTIVITIES OF THE AGENCY, AND LOWERED PRESTIGE IN MACHINE ACCOUNTING AS AN EFFECTIVE AID TO LINE MANAGEMENT. PARTICIPATION IN POLICY FORMULATION AND ESTABLISHMENT OF WORKING AGREEMENTS WITH OPERATING COMPONENTS OF THE AGENCY COULD INCREASE OR REDUCE THE EFFECTIVENESS OF A MACHINE ACCOUNTING PROGRAM. SIGNIFICANT SAVINGS IN MACHINE AND MAN-HOURS MAY RESULT FROM INCUMBENT'S DISPLAY OF INITIATIVE AND RESOURCEFULNESS IN DEVISING UNUSUAL PLANNING TECHNIQUES IN ORDER TO STREAMLINE OR CIRCUMVENT STANDARD MACHINE ACCOUNTING PRACTICES.
2. SUPERVISION AND GUIDANCE RECEIVED A. WRITTEN GUIDELINES	AVAILABLE WRITTEN GUIDELINES INCLUDE REGULATIONS AND DIRECTIVES WHICH STATE THE PURPOSE, SCOPE, OBJECTIVES, AND METHOD OF OPERATION OF A MACHINE ACCOUNTING PROGRAM SERVICING MAJOR COMPONENTS OF THE AGENCY. MANUALS CONCERNING MACHINE OPERATION, TECHNIQUES FOR WIRING, DEVELOPING MECHANICAL AND CLERICAL PROCEDURES, AND FOR DEVISING REPORTING SCHEDULES, CARD LAYOUT FORMS, WORKFLOW CHARTS, CODE SHEETS, AND FINAL TABULATION FORMS ARE AVAILABLE. PROJECT MANUALS CONTAINING BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES FOR THE COLLECTION, RECORDING, INDEXING, AND TABULATION OF DATA ON A RECURRING AND/OR SPECIAL BASIS ARE REFERRED TO FREQUENTLY. STATEMENTS OF FUNCTIONS AND ORGANIZATION CHARTS OF AGENCY COMPONENTS REQUESTING OR RECEIVING MACHINE ACCOUNTING SUPPORT ARE ALSO AVAILABLE.	SAME AS FOR GS-5.	SAME AS FOR GS-5; AND IN ADDITION: INTERNAL DIRECTIVES AND AGENCY REGULATIONS OUTLINING SUPERVISORY POLICIES, METHODS, AND TECHNIQUES ARE AVAILABLE. MANUALS ON MANAGEMENT PRINCIPLES AND TECHNIQUES APPLICABLE TO IBM MACHINE ACCOUNTING OPERATIONS PROVIDE A USEFUL FRAME OF REFERENCE.	SAME AS FOR GS-9.
B. SUPERVISION RECEIVED	GS-5 CONSTITUTES THE TRAINEE LEVEL. CLOSE SUPERVISION AND CONTINUOUS GUIDANCE ARE RECEIVED IN ALL PHASES OF PROJECT PLANNING WORK. SPECIFIC ORAL AND/OR WRITTEN INSTRUCTIONS ARE FURNISHED CONCERNING THE NATURE AND SCOPE OF TABULAR REPORTS AND/OR LISTINGS TO BE MECHANICALLY PROCESSED, THE GENERAL SOURCE OF THE DATA, AND THE GENERAL PROCEDURAL FRAMEWORK WITHIN WHICH BASIC CLERICAL AND MECHANICAL PROCEDURES SHOULD BE DEVELOPED. PROBLEMS ENCOUNTERED IN PLANNING AND DIAGRAMMING WIRING; IN DESIGNING CODE SHEETS, REPORTING SCHEDULES, CARD LAYOUT FORMS, AND FINAL TABULATION FORMS; AND IN PLANNING THE SEQUENCE OF CLERICAL AND MECHANICAL PROCESSES ARE REFERRED TO SUPERIORS FOR RESOLUTION.	GENERAL SUPERVISION AND FREQUENT GUIDANCE RECEIVED IN DIFFICULT PHASES OF PROJECT PLANNING WORK. BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES ARE DEVELOPED ON THE BASIS OF INFORMATION RECEIVED FROM SUPERIORS AS TO THE NATURE AND SCOPE OF MACHINE ACCOUNTING PROJECTS, AVAILABILITY OF SOURCE DATA, AND SUGGESTED APPROACHES TO PLANNING THE SEQUENCE OF OPERATIONS. OCCASIONAL CONTACTS WITH REPRESENTATIVES OF REQUESTING OFFICES TO RESOLVE MINOR PROCEDURAL OR CODING PROBLEMS ARE MADE UNDER THE COGNIZANCE OF SUPERIORS. TECHNICAL GUIDANCE IS AVAILABLE TO RESOLVE MODERATELY COMPLEX WIRING OR PROCEDURAL PROBLEMS.	GENERAL SUPERVISION AND OCCASIONAL GUIDANCE ARE RECEIVED IN PLANNING THE APPLICATION OF MACHINE ACCOUNTING METHODS TO THE PRODUCTION OF COMPLEX RECURRING AND SPECIAL PROJECTS AND IN CONDUCTING OPERATIONAL STUDIES WITHIN A MACHINE ACCOUNTING INSTALLATION IN CONNECTION WITH ESTABLISHMENT OR REVISION OF INTERNAL MANAGEMENT POLICIES AND METHODS. COMPLEX WIRING AND PROCEDURAL PROBLEMS MAY BE RESOLVED WITH THE AID OF TECHNICAL ADVICE FROM SUPERIORS. PERFORMANCE OF DAY-TO-DAY PROJECT PLANNING, LIAISON, AND/OR SUPERVISORY FUNCTIONS IS NOT SUBJECT TO CLOSE SCRUTINY. INCUMBENT IS RESPONSIBLE FOR INFORMING SUPERVISOR OF GENERAL STATUS OF WORK AND FOR REFERRING PROBLEMS REQUIRING POLICY DETERMINATIONS AND CHANGES. WRITTEN AND/OR ORAL INSTRUCTIONS ARE FURNISHED ON GENERAL POLICIES AND WORK METHODS GOVERNING THE OPERATIONS OF A MACHINE ACCOUNTING PROGRAM.	BROAD ADMINISTRATIVE SUPERVISION AND INFREQUENT TECHNICAL GUIDANCE ARE RECEIVED IN PERFORMANCE OF LIAISON, SUPERVISORY, AND PROJECT PLANNING FUNCTIONS. PROBLEMS ENCOUNTERED IN ESTABLISHING WORKING AGREEMENTS WITH REQUESTING OFFICES FOR THE MECHANICAL PROCESSING OF DATA INVOLVING POLICY DETERMINATIONS ARE REFERRED TO SUPERVISORS FOR CONSULTATIONS AND/OR RESOLUTION. WORK IS ASSIGNED TO INCUMBENT ON A GENERAL BASIS WITH A MINIMUM OF INSTRUCTIONS. INCUMBENT'S PARTICIPATION IN THE FORMULATION AND MODIFICATION OF BASIC MACHINE ACCOUNTING POLICIES AND STANDARDS IS STRENGTHENED BY THE PRESENCE OF PRECEDENT DECISIONS AND THE AVAILABILITY OF SUPERIORS FOR GUIDANCE.

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EVALUATION FACTORS	GRADE LEVEL DISTINCTIONS				
	TABULATING MACHINE OPERATOR, GS-0358.01-03	TABULATING MACHINE OPERATOR, GS-0358.01-04	TABULATING MACHINE OPERATOR, GS-0358.01-05	TABULATING MACHINE OPERATIONS SUPERVISOR, GS-0358.02-05	TABULATING MACHINE OPERATIONS SUPERVISOR, GS-0358.02-07
4. MENTAL DEMANDS	1. DUE TO CLOSE SUPERVISION RECEIVED AND RIGID NON-SUPERVISORY CONTROLS IMPOSED OVER THE WORK, INCUMBENTS HAVE LITTLE OPPORTUNITY TO EXERCISE INITIATIVE OR DISCRETION IN PERFORMING ASSIGNED DUTIES. 2. REQUIRED MENTAL ALERTNESS IN THE OPERATION OF TABULATING MACHINES INCLUDING BASIC WIRING AND SET-UP CONTROLS UTILIZED IN THE MECHANICAL TABULATION OF DATA. 3. SUSTAINED MENTAL EFFORT IS EXERTED IN WORKING UNDER PRESSURE GENERATED BY NEED TO MEET SPECIFIC DEADLINES.	1. REQUIRES MODERATE JUDGMENT IN INTERPRETING BASIC AND DETAILED CLERICAL AND MACHINE PROCEDURES, IN TRACING AND CORRECTING ERRORS IN WIRING, AND IN BALANCING TOTALS. 2. MAY REQUIRE INITIATIVE IN RECOGNIZING NEED FOR, AND RECOMMENDING MINOR ADAPTATIONS TO, MACHINE AND CLERICAL PROCEDURES TO EFFECT SAVINGS IN MACHINE OVERHEAD AND MAN-HOURS. 3. EXERCISES MENTAL ALERTNESS IN THE OPERATION OF TABULATING MACHINES INCLUDING BASIC WIRING AND SET-UP CONTROLS UTILIZED IN THE MECHANICAL TABULATION OF DATA. 4. SUSTAINED MENTAL EFFORT IS EXERTED IN WORKING UNDER PRESSURE GENERATED BY NEED TO MEET SPECIFIC DEADLINES.	SAME AS FOR GS-4, AND IN ADDITION: REQUIRES CONSIDERABLE JUDGMENT, INITIATIVE, AND ORIGINALITY TO PLAN AND DIAGRAM WIRING PATTERN AND TO PLAN SEQUENCE OF CLERICAL AND MECHANICAL PROCEDURES FOR THE PRODUCTION OF SIMPLE NON-RECURRING REPORTS.	SAME AS FOR GS-5 (OPERATOR) AND IN ADDITION: REQUIRES CONSIDERABLE JUDGMENT AND INITIATIVE IN APPLYING WORK METHODS AND INTERNAL OPERATING PROCEDURES IN RESOLVING MODERATELY COMPLEX MACHINE AND PROCESSING PROBLEMS ENCOUNTERED BY SUBORDINATES; AND IN INTERPRETING SECURITY REGULATIONS, INTERNAL DIRECTIVES, AND MEMORANDA.	SAME AS FOR GS-5 (SUPERVISOR) AND IN ADDITION: 1. REQUIRES CONSIDERABLE JUDGMENT, INITIATIVE, AND RESOURCEFULNESS IN PLANNING AND ADAPTING WORK METHODS AND INTERNAL OPERATING PROCEDURES TO INSURE EFFICIENT AND PROMPT MACHINE ACCOUNTING SERVICE TO AGENCY COMPONENTS. 2. REQUIRES CONSIDERABLE INGENUITY, INITIATIVE, AND ORIGINALITY WHEN OCCASIONALLY ASSISTING IN THE DEVELOPMENT OF DETAILED CLERICAL AND MACHINE PROCEDURES, WIRING DIAGRAMS, CODE SHEETS, REPORTING SCHEDULES, CARD FORMS, AND FINAL TABULATION FORMS.
5. PERSONAL WORK CONTACTS	OCCASIONAL CONTACTS WITH CLERICAL PERSONNEL WITHIN MACHINE ACCOUNTING INSTALLATION TO WHICH ASSIGNED FOR SUCH PURPOSES AS RECONCILING ERRORS IN CODING OF SOURCE DOCUMENTS, OR IN BALANCING TOTALS.	SAME AS FOR GS-3, AND IN ADDITION: OCCASIONAL CONTACTS WITH IBM MAINTENANCE MECHANICS REGARDING THE MALFUNCTIONING OF TABULATING EQUIPMENT.	SAME AS FOR GS-4, AND IN ADDITION: ON RARE OCCASIONS CONTACTS BY PHONE REPRESENTATIVES OF SERVICED ORGANIZATIONS TO OBTAIN A BETTER UNDERSTANDING OF THEIR INFORMATIONAL REQUIREMENTS NECESSARY FOR PRODUCING SMALL, NON-RECURRING REPORTS AND LISTINGS.	SAME AS FOR GS-5 (OPERATOR) AND IN ADDITION: CONFERS FREQUENTLY WITH SUPERVISORY PERSONNEL FOR CARD PUNCH, CODING, AND DOCUMENT CONTROL ACTIVITIES TO RECONCILE PROBLEMS BEARING UPON THE MECHANICAL TABULATION OF DATA.	SAME AS FOR GS-5 (SUPERVISOR) AND IN ADDITION: MAINTAINS OCCASIONAL CONTACT WITH REQUESTORS OF TABULAR REPORTS AND LISTINGS TO INSURE SMOOTH FLOW OF SOURCE DOCUMENTS, TO REAFFIRM DECISIONS REGARDING FORM AND CONTENT OF FINAL TABULATIONS, AND TO ADVISE ON DATA AVAILABLE ON THE TABULATING CARDS IN FILE.
6. QUALIFICATION REQUIREMENTS A. KNOWLEDGES	KNOWLEDGE OF ELEMENTARY ARITHMETIC.	WORKING KNOWLEDGE OF FUNCTIONS, CAPACITIES, AND LIMITATIONS OF WIRE-ACTIVATED TABULATING MACHINES AND SORTERS. KNOWLEDGE OF BASIC WIRING PRINCIPLES AND TECHNIQUES. KNOWLEDGE OF OPERATION OF CARD PUNCH AND VERIFYING MACHINES SUFFICIENT TO PUNCH DATA ON TABULATING CARDS ON AN INCIDENTAL BASIS.	SAME AS FOR GS-4, AND IN ADDITION: THOROUGH KNOWLEDGE OF FUNCTIONS, CAPACITIES AND LIMITATIONS OF TABULATING MACHINES AND BASIC WIRING PRINCIPLES AND TECHNIQUES, AND CODING PRINCIPLES. LIMITED KNOWLEDGE OF METHODS AND PRINCIPLES OF PROJECT PLANNING SUFFICIENT TO PLAN AND DEVELOP SEQUENCE OF CLERICAL AND MACHINE PROCEDURES AND WIRING DIAGRAMS FOR THE PRODUCTION OF SMALL NON-RECURRING REPORTS. WORKING KNOWLEDGE OF PROGRAM OBJECTIVES, ORGANIZATIONAL STRUCTURE, AND FUNCTIONS OF SERVICED AGENCY COMPONENTS IS DESIRED.	SAME AS FOR GS-5 (OPERATOR) AND IN ADDITION: WORKING KNOWLEDGE OF PRINCIPLES AND METHODS OF SUPERVISION. WORKING KNOWLEDGE OF SUBJECT MATTER MECHANICALLY TABULATED IS DESIRABLE.	SAME AS FOR GS-5 (SUPERVISOR).
B. SKILLS	SOME PROFICIENCY IN USING A TYPEWRITER IS DESIRABLE.	DEMONSTRATED DEXTERITY, PRECISION, AND COORDINATION OF MOVEMENT IN THE OPERATION OF ALL TYPES OF WIRE-ACTIVATED TABULATING MACHINES, AND IN WIRING, ADJUSTING, AND REWIRING CONTROL PANELS FOR SIMPLE CARD-HANDLING PROCESSES.	SAME AS FOR GS-4, AND IN ADDITION: DEMONSTRATED DEXTERITY, PRECISION AND COORDINATION OF MOVEMENT TO WIRE, ADJUST, AND REWIRE CONTROL PANELS FOR MODERATELY COMPLEX CARD-HANDLING PROCESSES.	SAME AS FOR GS-5 (OPERATOR).	SAME AS FOR GS-5 (SUPERVISOR).
C. ABILITIES	ABILITY TO FOLLOW DETAILED ORAL AND WRITTEN INSTRUCTIONS; TO LEARN STANDARD CLERICAL AND MACHINE PRACTICES INCIDENT TO MECHANICAL TABULATION OF DATA; TO MAKE SIMPLE ARITHMETICAL COMPUTATIONS; TO WORK UNDER PRESSURE IN MEETING DEADLINES.	ABILITY TO INTERPRET WIRING DIAGRAMS TO PERFORM BASIC WIRING ON ALL TYPES OF TABULATING MACHINES. ABILITY TO INTERPRET AND APPLY A VARIETY OF CLERICAL AND MACHINE PROCEDURES, SIMPLE AND COMPLEX IN NATURE. ABILITY TO MEMORIZE AND INTERPRET A VARIETY OF CODES REFLECTED ON SOURCE DOCUMENTS.	SAME AS FOR GS-4, AND IN ADDITION: ABILITY TO PLAN, DIAGRAM, AND ACCOMPLISH BASIC WIRING OF CONTROL PANELS TO ACTIVATE A SEQUENCE OF CARD-HANDLING PROCESSES FOR THE PRODUCTION OF SMALL NON-RECURRING REPORTS; ABILITY TO PLAN, DEVISE, AND ARRANGE SEQUENCE OF DETAILED CLERICAL AND MACHINE PROCEDURES MODERATELY COMPLEX IN NATURE; ABILITY TO INTERPRET WIRING DIAGRAMS INVOLVING ADVANCED WIRING OF CONTROL PANELS ON ALL TYPES OF TABULATING MACHINES.	SAME AS FOR GS-5 (OPERATOR) AND IN ADDITION: ABILITY TO: (A) INSTRUCT SUBORDINATES IN WIRING CONTROL PANELS, SETTING UP MACHINE CONTROLS, AND OPERATING VARIOUS TYPES OF TABULATING MACHINES; (B) INTERPRET AND DEVISE DIAGRAMS FOR BASIC WIRING OF CONTROL PANELS; (C) PLAN AND SCHEDULE WORKLOADS FOR SMALL GROUP OF TABULATING MACHINE OPERATORS; AND (D) REVIEW TABULAR REPORTS AND LISTINGS FOR ACCURACY AND COMPLETION.	SAME AS FOR GS-5 (SUPERVISOR) AND IN ADDITION: ABILITY TO: (A) PLAN IN ACCORDANCE WITH ESTABLISHED PROCEDURES, WORK METHODS FOR ACCOMPLISHING PROJECTS; AND (B) WRITE BASIC AND DETAILED CLERICAL AND MACHINE PROCEDURES IN COHERENT AND CONCISE FORM; AND (C) CONFER WITH REPRESENTATIVES OF REQUESTING OFFICES CONCERNING THE TYPE OF REPORTS DESIRED, AND THE USE OF DATA AVAILABLE IN CARD FORMS.
D. WORK EXPERIENCE AND EDUCATION	1. SIX MONTHS EXPERIENCE IN THE OPERATION OF THE BASIC TABULATING MACHINES I.E., INTERPRETERS, COLLATORS, AND REPRODUCERS, AND TABULATORS, OR IN RELATED FIELDS SUCH AS OPERATION OF CARD PUNCH, SORTERS, CALCULATORS, AND BOOKKEEPING MACHINES; 2. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN THE OPERATION OF THE SIMPLER TYPES OF TABULATING MACHINES (E.G., INTERPRETERS, REPRODUCERS) INCLUDING INSTRUCTIONS IN WIRING CONTROL PANELS AND IN SETTING UP MACHINE CONTROLS MAY BE SUBSTITUTED FOR THE REQUIRED EXPERIENCE.	1. ONE YEAR EXPERIENCE IN THE OPERATION OF ALL TYPES OF TABULATING MACHINES, SIX MONTHS OF WHICH INVOLVED WIRING OF CONTROL PANELS AND SETTING UP MACHINE CONTROLS FOR SIMPLE CARD-HANDLING PROCESSES. THIS EXPERIENCE MUST HAVE INCLUDED THE OPERATION OF SORTERS, CARD PUNCH AND VERIFYING MACHINES ON AN INCIDENTAL BASIS, OR 2. SIX MONTHS EXPERIENCE WITHIN CIA AS A TABULATING MACHINE OPERATOR, AT A GS-3 GRADE LEVEL, IS CONSIDERED QUALIFYING FOR ADVANCEMENT TO GS-4. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN THE OPERATION OF THE SIMPLER TYPES OF TABULATING MACHINES INCLUDING TECHNIQUES IN WIRING CONTROL PANELS AND IN SETTING UP MACHINE CONTROLS MAY BE SUBSTITUTED FOR SIX MONTHS OF THE REQUIRED EXPERIENCE STATED IN 1, ABOVE.	MUST POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF; AND IN ADDITION: 1. REQUIRES A MINIMUM OF TWO YEARS PROGRESSIVELY RESPONSIBLE EXPERIENCE IN THE OPERATION OF ALL TYPES OF TABULATING MACHINES, ONE YEAR OF WHICH INVOLVED BASIC AND ADVANCED WIRING OF CONTROL PANELS, AND ASSISTING IN PLANNING AND DEVELOPING THE SEQUENCE OF DETAILED CLERICAL AND MACHINE PROCEDURES FOR THE PRODUCTION OF SMALL NON-RECURRING REPORTS, OR 2. SIX MONTHS EXPERIENCE AS A TABULATING MACHINE OPERATOR WITHIN CIA AT THE GS-4 GRADE LEVEL PROVIDED THAT ABILITY HAS BEEN EVIDENCED TO DETERMINE SEQUENCE OF OPERATIONS AND PRODUCE SMALL NON-RECURRING REPORTS WITH A MINIMUM OF GUIDANCE IS CONSIDERED QUALIFYING EXPERIENCE FOR ADVANCEMENT TO GS-5. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN TABULATING MACHINE OPERATION AND BASIC WIRING PRINCIPLES AND TECHNIQUES MAY BE SUBSTITUTED FOR SIX MONTHS OF THE GENERAL EXPERIENCE DESCRIBED IN PARAGRAPH 1. 4. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSE IN PROJECT PLANNING MAY BE SUBSTITUTED FOR SIX MONTHS PLANNING EXPERIENCE.	MUST POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF; AND IN ADDITION: 1. REQUIRES A MINIMUM OF TWO YEARS PROGRESSIVELY RESPONSIBLE EXPERIENCE IN THE OPERATION OF ALL TYPES OF TABULATING MACHINES, SIX MONTHS OF WHICH INVOLVED WIRING CONTROL PANELS AND SETTING UP MACHINE CONTROLS FOR MODERATELY COMPLEX CARD-HANDLING PROCESSES; ANOTHER SIX MONTHS OF WHICH INVOLVED SUPERVISION OVER THE WORK OF A SMALL GROUP OF TABULATING MACHINE OPERATORS, OR 2. SIX MONTHS EXPERIENCE AS TABULATING MACHINE OPERATOR WITHIN CIA AT THE GS-4 GRADE LEVEL PROVIDED THAT ABILITY HAS BEEN EVIDENCED TO SUPERVISE THE WORK OF A SMALL GROUP OF TABULATING MACHINE OPERATORS IS CONSIDERED QUALIFYING EXPERIENCE FOR ADVANCEMENT TO GS-6. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN TABULATING MACHINE OPERATION, BASIC WIRING PRINCIPLES AND TECHNIQUES; MAY BE SUBSTITUTED FOR SIX MONTHS OF THE GENERAL EXPERIENCE DESCRIBED IN PARAGRAPH 1. 4. THE REQUIRED SUPERVISORY EXPERIENCE MUST HAVE BEEN AT A LEVEL OF RESPONSIBILITY EQUIVALENT TO THE GS-4 GRADE IN THIS SERIES.	MUST POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF; AND IN ADDITION: 1. REQUIRES A MINIMUM OF THREE YEARS PROGRESSIVELY RESPONSIBLE EXPERIENCE IN THE OPERATION OF ALL TYPES OF TABULATING MACHINES, NINE MONTHS OF WHICH INVOLVED SUPERVISION OVER THE WORK OF A SMALL GROUP OF TABULATING MACHINE OPERATORS; ANOTHER NINE MONTHS OF WHICH INVOLVED WIRING CONTROL PANELS AND SETTING UP MACHINE CONTROLS FOR COMPLEX CARD-HANDLING PROCESSES, OR 2. SIX MONTHS CIA EXPERIENCE EITHER AS A TABULATING MACHINE OPERATIONS SUPERVISOR AT THE GS-5 GRADE LEVEL, OR AS A TABULATING MACHINE OPERATOR AT THE GS-5 GRADE LEVEL PROVIDED THAT ABILITY HAS BEEN EVIDENCED TO SUPERVISE THE WORK OF A SMALL GROUP OF TABULATING MACHINE OPERATORS IS CONSIDERED QUALIFYING FOR ADVANCEMENT TO GS-7. 3. SUCCESSFUL COMPLETION OF RESIDENT TRAINING COURSES IN TABULATING MACHINE OPERATIONS AND BASIC AND ADVANCED WIRING PRINCIPLES AND TECHNIQUES MAY BE SUBSTITUTED FOR SIX MONTHS OF THE GENERAL EXPERIENCE DESCRIBED IN PARAGRAPH 1. 4. THE REQUIRED SUPERVISORY EXPERIENCE MUST HAVE BEEN AT A LEVEL OF RESPONSIBILITY EQUIVALENT TO THE GS-4 GRADE IN THIS SERIES.
E. PHYSICAL REQUIREMENTS	MUST POSSESS PHYSICAL CAPACITY TO STAND FOR PROLONGED PERIODS DURING THE OPERATION OF TABULATING MACHINES, AND TO LIFT CARD TRAYS WEIGHING APPROXIMATELY 20 TO 30 POUNDS.	SAME AS FOR GS-3.	SAME AS FOR GS-3.	REQUIRES MODERATE EXERTION IN WIRING, ADJUSTING, AND REWIRING CONTROL PANELS.	SAME AS FOR GS-5 (SUPERVISOR).
F. PERSONAL CHARACTERISTICS	APTITUDE FOR MACHINE ACCOUNTING WORK AS EVIDENCED BY SATISFACTORY SCORE ON AGENCY-CONDUCTED MECHANICAL APTITUDE TEST AND CLERICAL ABILITIES TEST, PLACID TEMPERAMENT TO WITHSTAND CONSTANT NOISE OF TABULATING EQUIPMENT, AND TO PERFORM WORK SOMEWHAT REPETITIVE IN NATURE.	SAME AS FOR GS-3.	SAME AS FOR GS-3, AND IN ADDITION: INTEREST IS REQUIRED IN PROCEDURAL WRITING IN ORDER TO PLAN AND DEVELOP THE SEQUENCE OF DETAILED CLERICAL AND MACHINE PROCEDURES FOR THE PRODUCTION OF SMALL NON-RECURRING REPORTS.	SAME AS FOR GS-5 (OPERATOR).	SAME AS FOR GS-5 (SUPERVISOR).

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GSA POSITION STANDARD
TABULATING MACHINE OPERATIONS, GS-0358

31 MARCH 1954

EVALUATION FACTORS	GRADE LEVEL DISTINCTIONS				
	TABULATING MACHINE OPERATOR, GS-0358.01-03	TABULATING MACHINE OPERATOR, GS-0358.01-04	TABULATING MACHINE OPERATOR, GS-0358.01-05	TABULATING MACHINE OPERATIONS SUPERVISOR, GS-0358.02-05	TABULATING MACHINE OPERATIONS SUPERVISOR, GS-0358.02-07
	DUTIES	DUTIES	DUTIES	DUTIES	DUTIES
	OPERATES WIRE-ACTIVATED TABULATING MACHINES I.E. COLLATORS, REPRODUCERS, INTERPRETERS AND TABULATORS FOR THE MECHANICAL TABULATION OF DATA APPEARING ON PUNCHED CARDS. 1. PREPARES MACHINES FOR OPERATION BY INSERTING PREWIRED PLUGBOARD BY SPECIFIED NUMBERS, NAMES, OR OTHER CODE SYMBOLS. PROCURES AND ASSEMBLES PUNCHED CARDS FOR TABULATION. SETS CONTROLS FOR TABULATORS TO ACCOMPLISH ARITHMETICAL COMPUTATIONS, TO INSURE PROPER SPACING OF LINES OF PRINT AND HEADINGS, AND TO DETAIL-PRINT SPECIFIC REPORTS AND LISTINGS. PREPARES A PUNCH TAPE TO CONTROL FEEDING AND SPACING OF FORMS AT HIGH SPEED WHILE REPORTS ARE BEING PRODUCED. RUNS TEST DECKS OF CARDS THROUGH TABULATING MACHINES TO DETERMINE ACCURACY OF WIRING AND SET-UP CONTROLS. 2. OPERATES SORTER TO GROUP CARDS OF SAME CLASSIFICATION, AND TO ARRANGE SIMULTANEOUSLY IN NUMERICAL AND/OR ALPHABETICAL SEQUENCE. 3. OPERATES WIRE-ACTIVATED TABULATING MACHINES TO: (A) MATCH-MERGE TWO DECKS OF CARDS, ELIMINATE DUPLICATION, AND CHECK SEQUENCES; (B) REPEAT OR TRANSFER INFORMATION CONTAINED IN MASTER CARDS TO EACH SUCCEEDING CARD, READ INFORMATION FROM A DECK OF PUNCHED CARDS, AND SIMULTANEOUSLY PUNCH SAME DATA INTO DECK OF BLANK CARDS, AND TO PUNCH ON SUMMARY CARDS TOTALS ACCUMULATED OR SUMMARIZED BY A TABULATOR; (C) TRANSLATE PUNCHED DATA INTO PRINTED FORM TO FACILITATE VISUAL READING; AND (D) READ AND PRINT DATA FROM PUNCHED CARDS INCLUDING ARITHMETICAL COMPUTATIONS. 4. MAY BALANCE TOTALS SHOWN ON COMPLETED REPORTS WITH PREDETERMINED TOTALS USING MACHINE OR CLERICAL METHODS. RECONCILE DISCREPANCIES IN TOTALS BY SCANNING SOURCE DOCUMENTS FOR CODING OR COMPUTING ERRORS. 5. MAY CODE SOURCE DOCUMENTS FOR TRANSCRIPTION INTO PUNCHED FORM. 6. OPERATES CARD PUNCH AND VERIFYING MACHINES TO REPLACE DAMAGED CARDS AND TO PREPARE TEST DECKS AND HEADER CARDS.	PERFORMS SAME DUTIES AS GS-3, AND IN ADDITION: 1. INTERPRETS BASIC AND DETAILED CLERICAL PROCEDURES AND WIRING DIAGRAMS INCIDENT TO PRODUCTION OF RECURRING AND SPECIAL REPORTS. 2. PERFORMS BASIC WIRING ON TABULATING MACHINES TO ACTIVATE SIMPLE MANIPULATIONS OF PUNCHED CARDS SUCH AS WIRING REPRODUCER FOR GANG-PUNCHING SUBSTITUTE INFORMATION; WIRING TABULATOR FOR STRAIGHT LISTINGS OR FOR MINOR SUMMARY TOTALS; AND WIRING INTERPRETER FOR DELETING INCORRECT INFORMATION OR FOR CHANGING THE COLUMNS IN WHICH INFORMATION IS TO BE PRINTED.	PERFORMS SAME DUTIES AS GS-4, AND IN ADDITION: 1. PLANS ENTIRE SEQUENCE OF CLERICAL AND MACHINE PROCEDURES NECESSARY FOR PRODUCING SMALL, NON-RECURRING REPORTS INCLUDING DETERMINATIONS AS TO CARDS TO BE UTILIZED AND NATURE OF SORTING, COLLATING, REPRODUCING, AND TABULATING OPERATIONS, FORMAT OF FINISHED REPORT, NATURE AND TIMING OF APPROPRIATE TEST RUNS. 2. PLANS AND DIAGRAMS WIRING AND SETS UP MACHINE CONTROLS NECESSARY FOR PRODUCING NON-RECURRING REPORTS. 3. MAY OCCASIONALLY PROVIDE INSTRUCTION TO LOWER GRADE TABULATING MACHINE OPERATORS WITH RESPECT TO THEIR DUTIES.	PERFORMS SAME DUTIES AS GS-5 (OPERATOR), AND IN ADDITION: 1. SUPERVISES THE WORK OF A SMALL GROUP (4 TO 7) OF SUBORDINATE TABULATING MACHINE OPERATORS. ASSIGNS COMPLETE OR PHASES OF MACHINE PROJECTS ON THE BASIS OF WORKLOAD, PRE-DETERMINED PRIORITIES, AND INDIVIDUAL ABILITIES; INTERPRETS NATURE AND SEQUENCE OF CLERICAL AND MACHINE PROCEDURES NECESSARY FOR PRODUCTION OF RECURRING AND SPECIAL REPORTS; OBSERVES OPERATION OF TABULATING MACHINES TO INSURE COMPLIANCE WITH PRESCRIBED PROCEDURES AND OPERATING TECHNIQUES; RESOLVES TECHNICAL PROBLEMS PERTAINING TO WIRING, MACHINE SET-UP, AVAILABILITY AND ACCURACY TO SOURCE MATERIAL ETC. INSTRUCTS SUBORDINATES IN THE OPERATION AND BASIC WIRING OF TABULATING MACHINES, SET-UP CONTROLS, AND IN BALANCING TOTALS SHOWN ON LISTINGS AGAINST PREDETERMINED TOTALS; REVIEWS COMPLETED REPORTS AND LISTINGS FOR ACCURACY OF CONTENT AND FOR ADHERENCE TO TABULATING INSTRUCTIONS; RECOMMENDS LEAVE AND PERSONNEL ACTION ON SUBORDINATES. 2. OPERATES SORTERS AND TABULATING MACHINES TO MEET PROJECT DEADLINES DURING PERIODS OF PEAK WORKLOADS. 3. DISTRIBUTES, COLLECTS, AND ASSEMBLES DAILY OPERATOR PRODUCTION REPORTS, MAINTAINS PROJECT STATUS LOG ON DAILY BASIS.	PERFORMS SAME DUTIES AS GS-5, AND IN ADDITION: 1. PLANS WORK SCHEDULES AND DEVISES WORK METHODS TO EFFECT MAXIMUM EFFICIENCY AND TO MEET PROJECT DEADLINES IN THE MECHANICAL COMPILATION AND TABULATION OF DATA. 2. PREPARES EMPLOYEE EVALUATION REPORTS; APPROVES LEAVE; AND RECOMMENDS PERSONNEL ACTIONS. 3. REVIEWS PROJECT STATUS LOG, AND ANALYZES OPERATOR PRODUCTION REPORTS TO DETERMINE OVERTIME REQUIREMENTS, AND NEED FOR EXTENDING PROJECT COMPLETION DATES, REVISING CLERICAL AND MACHINE PROCEDURES TO EXPEDITE FLOW OF WORK, AND FOR PROVIDING ADDITIONAL FORMAL OR ON-THE-JOB TRAINING. 4. PREPARES PERIODIC AND SPECIAL REPORTS ON OPERATOR PRODUCTIVITY, CONDITION AND UTILIZATION OF MACHINES AND SUPPLIES, AND STATUS OF PROJECTS. 5. MAY ASSIST TABULATION PROJECT PLANNER IN: (A) DEVELOPMENT AND REVISION OF DETAILED CLERICAL AND MACHINE PROCEDURES INCLUDING CARD FORMS, REPORTING SCHEDULES, CODE SHEETS, WIRING DIAGRAMS, AND FINAL TABULATION FORMS, AND (B) PREPARATION OF TIME AND COST ESTIMATES FOR PROPOSED PROJECTS. 6. MAY CONFER WITH OPERATING OFFICIALS ON THE FLOW OF SOURCE DOCUMENTS, FORM AND CONTENT OF FINAL REPORTS AND LISTINGS AND ADVISING ON THE DATA AVAILABLE IN THE CARD FILES AND FOR RECONCILING DISCREPANCIES IN DATA APPEARING ON MECHANICALLY PROCESSED REPORTS AGAINST SOURCE DATA.
1. SCOPE AND EFFECT OF WORK A. VARIETY AND COMPLEXITY OF EQUIPMENT AND PROJECT ASSIGNMENTS	OPERATES THE FULL RANGE OF WIRE-ACTIVATED TABULATING MACHINES IN PERFORMING A LIMITED VARIETY OF OPERATIONS; OR OPERATES THE SIMPLE MACHINES, I.E. INTERPRETERS, AND REPRODUCERS, IN PERFORMING ALL CARD-HANDLING PROCESSES CAPABLE OF THESE MACHINES. OPERATES SORTERS, CARD PUNCH AND VERIFYING MACHINES ON AN INCIDENTAL BASIS SUCH AS AUTOMATICALLY GROUPING TABULATING CARDS OF SAME CLASSIFICATION, REPLACING DAMAGED TABULATING CARDS, PREPARING TEST DECKS AND HEADER CARDS. PROJECTS ASSIGNED ARE NORMALLY SIMPLE RECURRING REPORTS INVOLVING ONLY 2 OR 3 TYPES OF TABULATING MACHINES, AND ONLY A FEW SIMPLE PROCESSES (E.G.) SORTING CERTAIN CARDS BY ONE FIELD FROM EACH OF TWO FILES, MATCH-MERGING THE TWO DECKS SO OBTAINED BY A THIRD FIELD, LISTING CARDS ON AN ACCOUNTING MACHINE, AND RE-SORTING DECKS TO REPLACE CARDS IN THEIR ORIGINAL FILES. RECEIVES TRAINING IN MECHANICALLY PROCESSING RECURRING AND SPECIAL REPORTS WHICH ARE MODERATELY COMPLEX IN NATURE INVOLVING OPERATION OF ALL TYPES OF TABULATING MACHINES AND SEVERAL DIFFERENT CARD-HANDLING PROCESSES ARRANGED IN SEQUENCE OF 10 OR 15 STEPS USUALLY DIFFERENT FROM THE PRECEDING STEP, BUT NOT ALL DIFFERENT FROM EACH OTHER. THE MECHANICAL OPERATIONS ASSIGNED MAY BE A SEGMENT OF A LARGER, MORE COMPLEX PROJECT.	SAME AS FOR GS-3, AND IN ADDITION: OPERATES THE FULL RANGE OF SIMPLE AND COMPLEX WIRE-ACTIVATED TABULATING MACHINES (INTERPRETERS, REPRODUCERS, COLLATORS, AND TABULATORS) IN PERFORMING THE GAMUT OF MECHANICAL CARD-HANDLING OPERATIONS IN THE PRODUCTION OF RECURRING AND SPECIAL REPORTS. THE PROJECTS ARE USUALLY COMPLEX IN NATURE INVOLVING A WIDE VARIETY OF CARD-HANDLING PROCESSES ARRANGED IN SEQUENCE OF STEPS EACH OF WHICH IS DIFFERENT FROM THE PRECEDING STEP.	SAME AS FOR GS-4, AND IN ADDITION: 1. RESPONSIBLE FOR THE MECHANICAL PRODUCTION OF MODERATELY COMPLEX NON-RECURRING REPORTS, INCLUDING THE PLANNING AND ADAPTATION OF CLERICAL AND MACHINE PROCEDURES IN SEQUENCE, THE WIRING OF CONTROL PANELS, AND THE SETTING-UP OF MACHINE CONTROLS. 2. PERFORMS BASIC AND MODERATELY ADVANCED WIRING ON TABULATING MACHINES; SETS UP THE CONTROLS AND OPERATES THE MACHINES TO PRODUCE THE DESIRED REPORT. THE PLANNING AND PROCESSING OF THESE REPORTS CONSUMES AT LEAST 50% OF THE OPERATOR'S WORKING TIME. THE PROJECTS ARE SUFFICIENTLY DIFFERENT FROM ONE ANOTHER AS TO REQUIRE INDIVIDUAL TREATMENT, INCLUDING VARIATIONS IN MACHINE PROCEDURES, AND WIRING.	OCCASIONALLY PERFORMS NON-SUPERVISORY DUTIES ALLOCABLE AT THE GS-3 GRADE LEVEL.	INFREQUENTLY PERFORMS NON-SUPERVISORY DUTIES ALLOCABLE AT THE GS-5 GRADE LEVEL.
B. CONSEQUENCE OF PERFORMANCE	FAILURE TO FOLLOW SPECIFIC INSTRUCTION REGARDING CLERICAL AND MACHINE PROCEDURES UTILIZED IN THE MECHANICAL TABULATION OF DATA MAY RESULT IN MODERATELY HIGHER COSTS IN MAN-HOURS, MATERIALS, AND MACHINE OVERHEAD TO TRACE AND CORRECT ERRORS IN TABULATION. OFFERS LITTLE POSSIBILITY FOR DAMAGE OR MISUSE OF SORTER, CARD PUNCH, VERIFYING, AND TABULATING MACHINES.	SAME AS FOR GS-3.	SAME AS FOR GS-3, AND IN ADDITION: THE OCCASIONAL SHORTCUTTING OF STANDARDIZED CLERICAL AND MECHANICAL PROCEDURES IN THE MECHANICAL PRODUCTION OF SIMPLE NON-RECURRING REPORTS MAY RESULT IN LOWERED COSTS IN MAN-HOURS AND SUPPLIES, AND MACHINE OVERHEAD. OPERATOR'S RESPONSIBILITY FOR PLANNING AND PRODUCING SMALL NON-RECURRING REPORTS PERMITS HIGHER GRADED TABULATION PROJECT PLANNERS TO DEVOTE A SUBSTANTIAL PORTION OF TIME TO DEVELOPING BASIC AND DETAILED CLERICAL AND MECHANICAL PROCEDURES FOR THE PRODUCTION OF COMPLEX RECURRING AND SPECIAL REPORTS.	SAME AS FOR GS-5 (OPERATOR) AND IN ADDITION: FAILURE TO DETECT INACCURATE DATA ON COMPLETED REPORTS RESULTING FROM FAULTY APPLICATION OF CLERICAL AND MACHINE PROCEDURES COULD RESULT IN ERRONEOUS PLANNING OF INTELLIGENCE, ADMINISTRATIVE SUPPORT, AND SELECTED OPERATIONAL ACTIVITIES OF THE AGENCY.	SAME AS FOR GS-5 (SUPERVISOR) AND IN ADDITION: ASSISTANCE TO TABULATION PROJECT PLANNERS IN DEVELOPING AND ADAPTING CLERICAL AND MACHINE PROCEDURES SUFFICIENTLY FLEXIBLE TO MEET CHANGING REPORT REQUIREMENTS, AND TO ACCOMMODATE PRODUCTION OF SUBSIDIARY REPORTS INCREASES THE EFFECTIVENESS OF MACHINE ACCOUNTING AS AN AID TO MANAGEMENT.
C. COMPLEXITY OF WIRING	RECEIVES TRAINING ON ELEMENTARY ASPECTS OF BASIC WIRING REQUIRED FOR PERFORMANCE OF SIMPLE OPERATIONS ON SIMPLE TABULATING MACHINES, E.G. DUPLICATING CARDS WITHOUT CHANGE ON A REPRODUCER. SELECTION AND INSERTION OF FIXED WIRING UNITS IDENTIFIED SPECIFIED NUMBERS, NAMES, OR OTHER CODE SYMBOLS. WIRING IS GOVERNED BY COMPLETE WIRING DIAGRAMS AND DETAILED INSTRUCTIONS. RETRACES ORIGINAL STEPS TO LOCATE AND CORRECT ERRORS IN WIRING.	RESPONSIBLE FOR BASIC WIRING OF ALL TYPES OF TABULATING MACHINES TO ACTIVATE MODERATELY COMPLEX CARD-HANDLING OPERATIONS INCLUDING DETAIL AND GROUP PRINTING, ADDITION, PROGRAM CONTROL, TOTAL TRANSFER, SINGLE X SELECTION, AND COMBINATIONS THEREOF. WIRING IS GOVERNED BY COMPLETE WIRING DIAGRAMS AND DETAILED INSTRUCTIONS. RETRACES ORIGINAL STEPS TO LOCATE AND CORRECT ERRORS IN WIRING.	SAME AS FOR GS-4, AND IN ADDITION: RESPONSIBILITY TO PLAN AND DIAGRAM ALL BASIC WIRING OF ALL TYPES OF TABULATING MACHINES NECESSARY IN THE MECHANICAL PRODUCTION OF NON-RECURRING REPORTS. RECEIVES TRAINING IN ADVANCED WIRING OF TABULATING MACHINES TO ACTIVATE A SEQUENCE OF COMPLEX CARD-HANDLING MANIPULATIONS INCLUDING MULTIPLE X SELECTION, TOTAL TRANSFER, CROSSFOOTING, ALPHABETIC CLASS AND FIELD SELECTION, SPACE CONTROL, SPECIAL PROGRAM, AND MULTIPLE LINE PRINTING. ADVANCED WIRING IS GOVERNED BY COMPLETE WIRING DIAGRAMS AND DETAILED INSTRUCTIONS.	SAME AS FOR GS-5 (OPERATOR).	SAME AS FOR GS-5 (SUPERVISOR) AND IN ADDITION: RESPONSIBLE FOR WIRING ALL TABULATING MACHINES TO ACTIVATE A SEQUENCE OF COMPLEX CARD-HANDLING PROCESSES NECESSARY IN THE MECHANICAL PRODUCTION OF RECURRING AND SPECIAL REPORTS. MACHINES ARE FREQUENTLY WIRED TO PERFORM SEVERAL SIMULTANEOUS OPERATIONS. ADVANCED WIRING OF MACHINES IS GOVERNED BY COMPLETE WIRING DIAGRAMS PREPARED BY HIGHER-GRADED TABULATION PROJECT PLANNER.
2. SUPERVISION AND GUIDANCE RECEIVED A. WRITTEN GUIDELINES	INSTRUCTIONS ARE AVAILABLE IN IBM OPERATOR MANUALS, WIRING DIAGRAMS, AGENCY AND OFFICE DIRECTIVES, AND PROJECT MANUALS CONTAINING BASIC AND DETAILED CLERICAL AND MACHINE PROCEDURES FOR BOTH RECURRING AND SPECIAL REPORTS. SOURCE DOCUMENTS AND CODE SHEETS ARE ALSO AVAILABLE TO RECONCILE DISCREPANCIES IN SUBJECT MATTER PROCESSED.	SAME AS FOR GS-3.	SAME AS FOR GS-5, AND IN ADDITION: ORGANIZATION CHARTS, WORK PLAN PROCEDURES, AND FUNCTIONAL STATEMENTS OF AGENCY COMPONENTS RECEIVING MACHINE ACCOUNTING SUPPORT ARE AVAILABLE. AVAILABLE ALSO ARE IBM MANUALS ON PRINCIPLES AND TECHNIQUES OF MACHINE ACCOUNTING, AND PROJECT PLANNING.	SAME AS FOR GS-5 (OPERATOR) AND IN ADDITION: INSTRUCTIONS MAY BE AVAILABLE TO INCUMBENT IN THE FORM OF INTERNAL DIRECTIVES, SECURITY REGULATIONS, AND MEMORANDA IN CONNECTION WITH SUPERVISORY DUTIES.	SAME AS FOR GS-5 (SUPERVISOR).
B. SUPERVISION RECEIVED	GS-3 CONSTITUTES THE TRAINEE LEVEL. SPECIFIC AND DETAILED ORAL OR WRITTEN INSTRUCTIONS ARE RECEIVED CONCERNING THE CLERICAL AND MACHINE PROCEDURES NECESSARY IN THE MECHANICAL COMPILATION AND TABULATION OF DATA. INSTRUCTIONS SPECIFY EXACT OPERATIONS TO BE PERFORMED INCLUDING SEQUENCE OF CARD-HANDLING PROCESSES, NATURE OF WIRING AND SET-UP OF MACHINE CONTROLS, TABULATING CARDS TO BE USED, FORMAT OF THE FINISHED REPORTS OR LISTINGS, AND NATURE AND FREQUENCY OF TESTS TO BE APPLIED. SUPERVISORS ARE AVAILABLE CONSTANTLY TO RESOLVE TECHNICAL MACHINE AND CLERICAL PROBLEMS AND TO INTERPRET INSTRUCTIONS, DIRECTIVES, AND REGULATIONS.	SAME AS FOR GS-3, AND IN ADDITION: RECURRING ASSIGNMENTS PERTAINING TO THE MECHANICAL PRODUCTION OF PERIODIC REPORTS MAY NOT BE SPECIFICALLY ASSIGNED IN EACH INSTANCE BUT MAY BE ASSIGNED INITIALLY TO THE OPERATOR AS A CONTINUING RESPONSIBILITY.	GENERAL INSTRUCTIONS ARE RECEIVED WITH RESPECT TO THE NATURE OF THE NON-RECURRING REPORTS DESIRED, THE GENERAL SOURCE OF THE DATA, AND THE GENERAL CLERICAL AND MACHINE PROCEDURES TO FOLLOW. OCCASIONALLY DETAILED INSTRUCTIONS ARE FURNISHED THE INCUMBENT; HOWEVER, THE INSTRUCTIONS MUST BE EVALUATED BY THE INCUMBENT TO DETERMINE APPLICABILITY AND EXTENT OF ADAPTATIONS REQUIRED. TECHNICAL GUIDANCE IS AVAILABLE WITH RESPECT TO WIRING PROBLEMS, AND TO PLANNING THE SEQUENCE OF CLERICAL AND MACHINE OPERATIONS.	SAME AS FOR GS-5 (OPERATOR) AND IN ADDITION: RECEIVES SPECIFIC INSTRUCTIONS REGARDING RESCHEDULING OF WORKLOADS, ESTABLISHING PRIORITIES, AND CHANGES IN WORK METHODS TO MEET RIGID DEADLINES AND TO IMPROVE THE OVERALL EFFICIENCY OF THE TABULATING PROCESS. DAY-TO-DAY TECHNICAL SUPERVISORY FUNCTIONS ARE NOT SUBJECT TO CLOSE SCRUTINY. TECHNICAL GUIDANCE IS AVAILABLE TO RESOLVE COMPLEX WIRING OR PROCEDURAL PROBLEMS.	SAME AS FOR GS-5 (SUPERVISOR) AND IN ADDITION: RECEIVES GENERAL ADMINISTRATIVE SUPERVISION NORMALLY FROM A HIGHER GRADED TABULATING MACHINE OPERATIONS SUPERVISOR POSSESSING RESPONSIBILITY FOR THE TABULATING FUNCTION AS AN INTEGRAL PART OF THE MECHANICAL PROCESSING OF DATA. RECEIVES GENERAL INSTRUCTIONS CONCERNING THE NATURE AND EXTENT OF SUPERVISORY CONTROLS THAT INCUMBENT IS AUTHORIZED TO EXERCISE OVER SUBORDINATES, SUCH AS WORK ASSIGNMENTS, PROJECT PRIORITIES, LEAVE AND OVERTIME DETERMINATIONS, AND WORK METHODS. MAY RECEIVE TECHNICAL GUIDANCE IN THE DEVELOPMENT AND INSTALLATION OF BASIC AND DETAILED CLERICAL AND MACHINE PROCEDURES AND WIRING DIAGRAMS FOR THE MECHANICAL TABULATION OF DATA CONTAINED IN PRE-PUNCHED TABULATING CARDS.
C. REVIEW OF WORK	WORK IS REVIEWED BY SUPERVISOR FOR ACCURACY AND COMPLIANCE WITH INSTRUCTIONS AT THE END OF EACH SEQUENCE OF THE CLERICAL AND MACHINE OPERATIONS. WIRED PLUGBOARDS, MACHINE SET-UP CONTROLS, AND FIXED WIRING UNITS SELECTED BY INCUMBENT ARE EXAMINED FOR ACCURACY AND APPROPRIATENESS BEFORE USE. REVIEW OF WORK IS ALSO ACCOMPLISHED BY OTHER THAN SUPERVISORY INSPECTION SUCH AS: (A) MATCHING OF MACHINE TOTALS WITH OTHER DATA; (B) ZERO BALANCING; (C) COMPARISON OF CARD COUNTS WITH OTHER DATA; AND (D) ANALYSIS OF TEST RUN RESULTS.	WORK IN PROCESS IS OCCASIONALLY SPOT-CHECKED; HOWEVER, COMPLETED TABULAR REPORTS AND LISTINGS ARE REVIEWED FOR ACCURACY AND COMPLETENESS IN TERMS OF THE CLERICAL AND MACHINE PROCEDURES PRESCRIBED. NON-SUPERVISORY REVIEW MEASURES AS OUTLINED FOR THE GS-3 ALSO PREVAIL.	WORK IN PROCESS IS RARELY REVIEWED, HOWEVER, COMPLETED TABULAR REPORTS AND LISTINGS ARE REVIEWED TO INSURE ACCOMPLISHMENT OF DESIRED END RESULTS AND POSSIBILITIES OF PRODUCING SUBSIDIARY REPORTS (INFORMATIONAL BY-PRODUCTS). NON-SUPERVISORY REVIEW MEASURES AS OUTLINED FOR THE GS-3 ALSO PREVAIL.	SUPERVISORY FUNCTIONS OF INCUMBENT ARE REVIEWED AND EVALUATED INDIRECTLY IN TERMS OF THE PROMPTNESS, ACCURACY AND COMPLETENESS WITH WHICH RECURRING AND SPECIAL REPORTS ARE MECHANICALLY PRODUCED BY SUBORDINATES.	SAME AS FOR GS-5 (SUPERVISOR) AND IN ADDITION: WORK METHODS AND INTERNAL OPERATING PROCEDURES DEVISED BY INCUMBENT ARE REVIEWED FOR CONSISTENCY WITH OVER-ALL MACHINE ACCOUNTING POLICIES AND ADMINISTRATIVE CONSIDERATIONS. WIRING DIAGRAMS, AND BASIC AND DETAILED CLERICAL AND MACHINE PROCEDURES WHEN OCCASIONALLY PREPARED BY INCUMBENT, ARE REVIEWED FOR TECHNICAL ADEQUACY IN TERMS OF DESIRED END RESULTS.
3. SUPERVISION GIVEN OTHERS	NONE	EXERCISES NO DIRECT SUPERVISION. OCCASIONALLY FURNISHES ON-THE-JOB INSTRUCTION TO LOWER-GRADED TABULATING MACHINE OPERATORS IN THE PERFORMANCE OF ASSIGNED DUTIES AND RESPONSIBILITIES.	SAME AS FOR GS-4.	EXERCISES TECHNICAL SUPERVISORY CONTROLS OVER THE WORK OF A SMALL GROUP (4 TO 7) OF TABULATING MACHINE OPERATORS INVOLVING: (A) REVIEW OF BASIC WIRING, MACHINE SET-UP, AND COMPLETED REPORTS FOR ACCURACY AND COMPLETENESS, (B) ON-THE-JOB INSTRUCTION IN THE OPERATION OF TABULATING MACHINES, WIRING OF CONTROL PANELS AND THE APPLICATION OF CLERICAL AND MACHINE PROCEDURES.	ON A SUBSTANTIALLY FULL-TIME BASIS EXERCISES ADMINISTRATIVE AND TECHNICAL SUPERVISION OVER THE WORK OF A MODERATELY SIZED GROUP (8 TO 15) OF TABULATING MACHINE OPERATORS INVOLVING RESPONSIBILITY FOR: (A) DEVELOPING AND INSTALLING WORK METHODS, (B) PLANNING AND ORGANIZING WORK, (C) PROVIDING ON-THE-JOB TRAINING, (D) RESOLVING MACHINE AND PROCEDURAL PROBLEMS, AND (E) REVIEWING COMPLETED WORK FOR ACCURACY AND CONFORMANCE TO WRITTEN AND ORAL INSTRUCTIONS. MAY ALSO EXERCISE SUPERVISION OVER THE WORK OF DOCUMENT CONTROL CLERKS AND/OR STATISTICAL CODING CLERKS.

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31 MARCH 1954

EVALUATION FACTORS	GRADE LEVEL DISTINCTIONS			
	COURIER, GS-0301.35-03	COURIER, GS-0301.35-04	COURIER, GS-0301.35-05	COURIER, GS-0301.35-06
	DUTIES 1. COLLECT, TRANSPORT AND DELIVER DOCUMENTS, MAIL AND OTHER MATERIAL. IS RESPONSIBLE FOR SAFEGUARDING SUCH MATTER TO PREVENT LOSS OR DAMAGE THERETO, OR THE COMPROMISE OF CLASSIFIED INFORMATION. 2. MAINTAIN RECORDS OF CLASSIFIED MATERIAL THROUGH THE USE OF STANDARD DOCUMENT RECEIPT FORMS OR LOGS. 3. FOR SHORT PERIODS OF TIME, MAY OPEN ENVELOPES, WRAP OR UNWRAP PACKAGES, POUCH MAIL, TIME-STAMP MAIL, OR SORT MAIL FOR SUBSEQUENT DELIVERY.	DUTIES PERFORMS THE SAME DUTIES AS GS-3, AND IN ADDITION: 1. IN TRANSPORTING MATERIAL, MAY OPERATE AUTOMOBILES, LIGHT DELIVERY TRUCKS, MOTORCYCLES, MOTOR SCOOTERS OR BICYCLES. MAY BE REQUIRED TO PERFORM SIMPLE PREVENTATIVE MAINTENANCE SUCH AS REPLENISHING FUEL, OIL OR WATER; REPAIRING OR CHANGING TIRES; KEEPING EQUIPMENT CLEAN AND NEAT; OR DETECTING AND REPORTING SIGNS OF MALFUNCTIONING. 2. OCCASIONALLY, MAY PROVIDE INSTRUCTIONS TO JUNIOR COURIERS WITH RESPECT TO COURIER DUTIES.	DUTIES SAME DUTIES AS PERFORMED BY GS-4.	DUTIES 1. SUPERVISE WORK OF A GROUP OF SUBORDINATE COURIERS. SUCH SUPERVISION INVOLVES: (A) MAKING DETAILED WORK ASSIGNMENTS; (B) ASSURING THAT SCHEDULED PICK-UPS AND DELIVERIES ARE ADEQUATELY MADE; (C) DISPATCHING COURIERS ON SPECIAL TRIPS; (D) DEVELOPING AND REVISING PICK-UPS AND DELIVERY SCHEDULES; (E) REVIEWING WORK OF SUBORDINATES IN ORDER TO ASSURE THAT ADEQUATE COURIER SERVICES ARE BEING PROVIDED; (F) RECONCILING COMPLAINTS RELATING TO INADEQUATE COURIER SERVICES PROVIDED; (G) TRAINING SUBORDINATE COURIERS IN ASSIGNED DUTIES AND RESPONSIBILITIES; (H) ESTABLISHING STANDARDS FOR COURIER CONDUCT, COURIER LOADS AND SECURITY REQUIREMENTS. FOR A POSITION TO BE CLASSIFIED TO THIS LEVEL, APPROXIMATELY FULL-TIME OF INCUMBENT MUST BE SPENT IN PERFORMING THE FOREGOING TASKS. 2. COMPILE PERIODIC PRODUCTION REPORTS PERTAINING TO WORK UNITS ACCOMPLISHED BY SUBORDINATE COURIERS. 3. REPORT MALFUNCTIONING OF VEHICLES. 4. OCCASIONALLY, MAY PERFORM DUTIES NORMALLY ASSIGNED TO GS-5 COURIERS.
1. SCOPE AND EFFECT OF WORK	COLLECTS, TRANSPORTS AND DELIVERS DOCUMENTS, MAIL, PACKAGES, BUNDLES AND VARIOUS OTHER TYPES OF BULKY OR HEAVY ITEMS. IN COLLECTING, TRANSPORTING OR DELIVERING MATERIAL, TRAVELS BETWEEN AGENCY BUILDINGS AND COMPOUNDS. OCCASIONALLY, MAY BE REQUIRED TO GO OUTSIDE THE AGENCY TO OTHER FEDERAL AGENCIES IN PERFORMING DUTIES. INADEQUATE PERFORMANCE OF DUTIES MAY RESULT IN: (A) LOSS OR DAMAGE TO MATERIAL; (B) COMPROMISE OF VITAL CLASSIFIED INFORMATION; OR (C) TARDY OR ERRONEOUS DELIVERY OF CRITICAL DOCUMENTS.	COLLECTS, TRANSPORTS AND DELIVERS DOCUMENTS, MAIL, PACKAGES, BUNDLES, VARIOUS TYPES OF BULKY OR HEAVY ITEMS, MONEY OR NEGOTIABLE INSTRUMENTS. IN COLLECTING, TRANSPORTING OR DELIVERING MATERIAL, TRAVELS BETWEEN AGENCY BUILDINGS AND COMPOUNDS, VISITS POST OFFICE BOXES, OR TRAVELS TO AGENCY INSTALLATIONS LOCATED IN THE SURROUNDING COUNTRYSIDE. INADEQUATE PERFORMANCE OF DUTIES MAY RESULT IN: (A) LOSS OR DAMAGE TO MATERIAL; (B) COMPROMISE OF VITAL CLASSIFIED INFORMATION; OR (C) TARDY OR ERRONEOUS DELIVERY OF CRITICAL DOCUMENTS.	COLLECTS, TRANSPORTS AND DELIVERS DOCUMENTS, MAIL, PACKAGES, BUNDLES, VARIOUS TYPES OF BULKY OR HEAVY ITEMS, MONEY OR NEGOTIABLE INSTRUMENTS. IN COLLECTING, TRANSPORTING OR DELIVERING MATERIAL, TRAVELS BETWEEN AGENCY BUILDINGS AND COMPOUNDS, VISITS POST OFFICE BOXES, OR TRAVELS TO AGENCY INSTALLATIONS LOCATED IN THE SURROUNDING COUNTRYSIDE. OCCASIONALLY, TRAVELS TO OTHER CITIES OR COUNTRIES. INADEQUATE PERFORMANCE OF DUTIES MAY RESULT IN: (A) LOSS OR DAMAGE TO MATERIAL; (B) COMPROMISE OF VITAL CLASSIFIED INFORMATION; OR (C) TARDY OR ERRONEOUS DELIVERY OF CRITICAL DOCUMENTS.	IS RESPONSIBLE FOR PROVIDING ADEQUATE COURIER SERVICES TO A LARGE ORGANIZATIONAL SEGMENT OF THE AGENCY. INADEQUATE PERFORMANCE OF SUPERVISORY DUTIES WILL RESULT IN THE EXISTENCE OF INEFFECTIVE COURIER SERVICES THUS DISRUPTING THE SAFE, ORDERLY AND EXPEDITIOUS FLOW OF MATERIAL TO AND FROM PICK-UP AND DELIVERY POINTS, WHICH FLOW IS VITAL TO THE ACCOMPLISHMENT OF DAY-TO-DAY AGENCY ACTIVITIES.
2. SUPERVISION RECEIVED A. WRITTEN GUIDES	INSTRUCTIONS ARE AVAILABLE IN DIRECTIVES, MANUALS, COLLECTION AND DELIVERY SCHEDULES AND SECURITY REGULATIONS.	SAME AS FOR GS-3.	SAME AS FOR GS-3.	INSTRUCTIONS ARE AVAILABLE IN DIRECTIVES, MANUALS, SECURITY REGULATIONS, AS WELL AS IN MEMORANDA ADDRESSED TO INCUMBENT.
B. SUPERVISION RECEIVED	GS-3 CONSTITUTES THE TRAINEE LEVEL. FREQUENT AND DETAILED INSTRUCTIONS ARE GIVEN PERTAINING TO ASSIGNED DUTIES AND RESPONSIBILITIES, PICK-UP AND DELIVERY POINTS, COURIER ROUTES, SECURITY REGULATIONS, ETC. INSTRUCTION MAY BE GIVEN IN THE USE OF VEHICLES OR SIDEARMS.	INSTRUCTIONS ARE GIVEN IN DETAIL ONLY AT SUCH TIME AS COURIERS ARE GIVEN NEW ROUTE ASSIGNMENTS, ARE DISPATCHED ON A SPECIAL TRIP, OR WHEN NEW OR REVISED METHODS OR SYSTEMS ARE INTRODUCED. INSTRUCTION MAY BE GIVEN IN THE USE OF VEHICLES OR SIDEARMS.	SAME AS FOR GS-4.	IN ORAL DISCUSSIONS, ARE PROVIDED WITH BROAD POLICY STATEMENTS RELATING TO TYPE AND NATURE OF COURIER SERVICES TO BE PROVIDED. INCUMBENTS ARE EXPECTED TO EXERCISE INDIVIDUAL INITIATIVE IN PLANNING AND DEVISING DETAILED WORK METHODS DESIGNED TO PROVIDE ADEQUATE COURIER SERVICES. SUPERIORS ARE ALWAYS AVAILABLE FOR PURPOSES OF PROVIDING ANSWERS TO SPECIAL PROBLEMS.
C. REVIEW OF WORK	TO ASSURE CONFORMANCE WITH WRITTEN AND ORAL INSTRUCTIONS, COMPLETED WORK IS FREQUENTLY REVIEWED OR SPOT-CHECKED. COMPLAINTS RECEIVED ARE INDIVIDUALLY DISCUSSED WITH INCUMBENTS.	TO ASSURE CONFORMANCE WITH WRITTEN AND ORAL INSTRUCTIONS, COMPLETED WORK IS OCCASIONALLY REVIEWED OR SPOT-CHECKED. COMPLAINTS RECEIVED ARE INDIVIDUALLY DISCUSSED WITH INCUMBENTS.	WORK PERFORMED IS RARELY SPOT-CHECKED OR REVIEWED. COMPLAINTS RECEIVED ARE INDIVIDUALLY DISCUSSED WITH INCUMBENTS.	COURIER SERVICES PROVIDED ARE ONLY REVIEWED IN TERMS OF THE ADEQUACY OF PERIODIC REPORTS COMPILED, OR BY THE PRESENCE OR ABSENCE OF COMPLAINTS INDICATING DEFICIENCIES IN COURIER SERVICES PROVIDED.
3. SUPERVISION OF OTHERS	EXERCISES NO SUPERVISION OVER OTHERS.	EXERCISES NO DIRECT SUPERVISION OVER OTHERS. HOWEVER, OCCASIONALLY MAY PROVIDE GUIDANCE TO OTHER COURIERS WITH RESPECT TO SPECIFIC DUTIES AND RESPONSIBILITIES.	SAME AS FOR GS-4.	APPROXIMATELY THE FULL-TIME OF INCUMBENT INVOLVES THE EXERCISE OF DIRECT SUPERVISION OVER A GROUP OF SUBORDINATE COURIERS.
4. MENTAL DEMANDS A. TYPES OF CLASSIFIED MATTER HANDLED	UP TO AND THROUGH SECRET, REQUIRING THE EXERCISE OF MENTAL ALERTNESS AND MATURE JUDGMENT. ON OCCASION, MAY HANDLE TOP SECRET MATERIAL ON RUNS PERFORMED WITHIN AGENCY BUILDINGS OR COMPOUNDS.	UP TO AND THROUGH TOP SECRET MATTER REQUIRING THE EXERCISE OF CONSIDERABLE MENTAL ALERTNESS AND MATURE JUDGMENT.	SAME AS FOR GS-4.	
B. INDIVIDUAL INITIATIVE REQUIRED	DUE TO THE CLOSE TYPE OF SUPERVISION GIVEN TO GS-3 COURIERS, INCUMBENTS POSSESS LITTLE OR NO OPPORTUNITY TO EXERCISE INDIVIDUAL INITIATIVE AND DISCRETION IN PERFORMING ASSIGNED DUTIES AND RESPONSIBILITIES.	DUE TO A MINIMUM AMOUNT OF SUPERVISORY CONTROL BEING EXERCISED OVER THEM, GS-4 COURIERS POSSESS MUCH OPPORTUNITY TO EXERCISE INDIVIDUAL INITIATIVE AND DISCRETION IN PERFORMING ASSIGNED DUTIES AND RESPONSIBILITIES. IF CONFRONTED BY AN ACCIDENT OR SUDDEN EMERGENCY, GS-4 COURIERS MUST DECIDE QUICKLY ON MEASURES NECESSARY TO SAFEGUARD THE SECURITY OF CLASSIFIED MATERIAL WITHIN THEIR PROTECTIVE CUSTODY.	SAME AS FOR GS-4.	THE DEVISING AND PLANNING OF DETAILED WORK METHODS AND SYSTEMS DESIGNED TO PROVIDE ADEQUATE COURIER SERVICES REQUIRES SOME ORIGINALITY OF THINKING AND THE EXERCISE OF MUCH INDEPENDENT JUDGMENT. IN ADDITION, THE RECOGNITION OF SITUATIONS REQUIRING THE CHANGE OR REVISION OF ESTABLISHED WORK METHODS OR SYSTEMS REQUIRES THE EXERCISE OF CONSIDERABLE ORIGINAL THINKING.
C. COMPLEXITY OF WORK	GS-3 COURIERS ARE ASSIGNED ONLY TO RUNS WHICH ARE OF AN EASILY LEARNED NATURE, OR ARE DISPATCHED ON SPECIAL TRIPS REQUIRING THE EXERCISE OF LITTLE OR NO RESOURCEFULNESS OR INDEPENDENT JUDGMENT. NORMALLY, GS-3 COURIERS ARE FAMILIAR WITH ONLY ONE OR TWO DIFFERENT RUNS EXISTING WITHIN THE UNIT TO WHICH ASSIGNED.	GS-4 COURIERS ARE ASSIGNED TO THE MORE COMPLEX RUNS HAVING MANY COLLECTION AND DELIVERY POINTS AND INVOLVING THE EXERCISE OF SOME RESOURCEFULNESS OR INDEPENDENT JUDGMENT IN ORDER TO PERFORM SUCH IN A SPEEDY AND ADEQUATE MANNER. GS-4 COURIERS ARE NORMALLY NOT FAMILIAR WITH ALL OF THE DIFFERENT RUNS EXISTING IN THE UNIT TO WHICH ASSIGNED.	GS-5 COURIERS ARE ASSIGNED TO RUNS OF A NATURE WHICH REQUIRE THE EXERCISE OF MUCH RESOURCEFULNESS OR INDEPENDENT JUDGMENT. GS-5 COURIERS ARE FAMILIAR WITH ALL THE DIFFERENT RUNS EXISTING WITHIN THE UNIT TO WHICH ASSIGNED.	
5. PERSONAL WORK CONTACTS	MANY DIFFERENT AGENCY EMPLOYEES ARE CONTACTED WHILE PICKING-UP OR DELIVERING MATERIAL. SUCH CONTACTS REQUIRE THE EXERCISE OF MUCH TACT AND DISCRETION IN MEETING PEOPLE AND IN IDENTIFYING THOSE WHO ARE AUTHORIZED TO RECEIVE CLASSIFIED MATTER.	LARGE NUMBERS OF DIFFERENT AGENCY EMPLOYEES, AS WELL AS SOME NON-AGENCY PERSONS ARE CONTACTED WHILE PICKING-UP OR DELIVERING MATERIAL. SUCH CONTACTS REQUIRE THE EXERCISE OF MUCH TACT AND DISCRETION IN MEETING PEOPLE AND IN IDENTIFYING THOSE WHO ARE AUTHORIZED TO RECEIVE CLASSIFIED MATTER.	SAME AS FOR GS-4.	LARGE NUMBERS OF DIFFERENT AGENCY EMPLOYEES, AS WELL AS SOME NON-AGENCY PERSONS ARE CONTACTED IN PERSON OR BY PHONE IN ORDER TO ARRANGE FOR THE PICK-UP AND COLLECTION OF MATERIAL OR THE RESOLUTION OF COMPLAINTS. SUCH CONTACTS REQUIRE THE EXERCISE OF CONSIDERABLE TACT AND DISCRETION IN ORDER TO PROMOTE GOOD RELATIONSHIPS.
6. QUALIFICATION REQUIREMENTS A. KNOWLEDGES	A COMPREHENSION OF THE IMPORTANCE OF ACCOMPLISHING SPEEDY AND ACCURATE COURIER SERVICES.	A GOOD KNOWLEDGE OF MOST COLLECTION AND DELIVERY POINTS WITHIN THE PART OF THE AGENCY TO WHICH ASSIGNED AND A COMPREHENSIVE KNOWLEDGE OF SECURITY REGULATIONS AND PRACTICES.	A THOROUGH KNOWLEDGE OF ALL COLLECTION AND DELIVERY POINTS WITHIN THE PART OF THE AGENCY TO WHICH ASSIGNED AS WELL AS COMPREHENSIVE KNOWLEDGE OF SECURITY REGULATIONS AND PRACTICES.	SAME AS FOR GS-5.
B. SKILLS	PROFICIENCY IN THE OPERATION OF LIGHT MOTOR VEHICLES AND SIDEARMS IS DESIRABLE, BUT NOT MANDATORY.	SAME AS FOR GS-3.	SAME AS FOR GS-4.	SAME AS FOR GS-3.
C. ABILITIES	ABILITY TO EXERCISE JUDGMENT IN ORDER TO PREVENT CLASSIFIED MATTER FROM BEING LOST, DAMAGED OR COMPROMISED, AS WELL AS ABILITY TO EXERCISE TACT AND DISCRETION IN MAINTAINING PERSONAL CONTACTS IS REQUIRED.	ABILITY TO EXERCISE CONSIDERABLE JUDGMENT IN ORDER TO PREVENT CLASSIFIED MATTER FROM BEING LOST, DAMAGED OR COMPROMISED, AS WELL AS ABILITY TO EXERCISE TACT AND DISCRETION IN MAINTAINING PERSONAL CONTACTS IS REQUIRED.	SAME AS FOR GS-4.	SAME AS FOR GS-5, AND IN ADDITION, ABILITY TO PLAN, DIRECT, COORDINATE AND SUPERVISE A GROUP OF SUBORDINATE COURIERS, AS WELL AS ABILITY TO ANALYZE SYSTEMS BEING FOLLOWED IN PROVIDING COURIER SERVICES FOR THE PURPOSE OF ASCERTAINING THAT EFFICIENT, EFFECTIVE AND RAPID SERVICES ARE BEING PROVIDED.
D. WORK EXPERIENCE AND EDUCATION	SUCCESSFUL COMPLETION OF A PERIOD OF MILITARY SERVICE AND VETERANS STATUS ARE REQUIRED. IN ADDITION, IT IS DESIRABLE, BUT NOT MANDATORY, THAT INCUMBENTS POSSESS A HIGH SCHOOL EDUCATION OR THE EQUIVALENT THEREOF.	SAME AS FOR GS-3, AND IN ADDITION, THE SUCCESSFUL COMPLETION OF SIX MONTHS TIME AS A GS-3 COURIER, OR PRIOR WORK EXPERIENCE OR EDUCATION OF A NATURE WHICH WILL SERVE AS THE EQUIVALENT OF SUCH THREE MONTHS TIME.	SAME AS FOR GS-3, AND IN ADDITION, THE SUCCESSFUL COMPLETION OF SIX MONTHS TIME AS A GS-4 COURIER, OR PRIOR WORK EXPERIENCE OR EDUCATION OF A NATURE WHICH WILL SERVE AS THE EQUIVALENT OF SUCH SIX MONTHS TIME.	SAME AS FOR GS-3, AND IN ADDITION, THE SUCCESSFUL COMPLETION OF SIX MONTHS TIME AS A GS-5 COURIER, OR THE POSSESSION OF PRIOR WORK EXPERIENCE OR EDUCATION OF A NATURE WHICH WILL SERVE AS THE EQUIVALENT OF SUCH SIX MONTHS TIME.
E. PHYSICAL REQUIREMENTS	CAPACITY TO WALK FOR SUSTAINED PERIODS OF TIME, AS WELL AS TO LIFT AND CARRY HEAVY OR BULKY PACKAGES OFTEN WEIGHING AS MUCH AS 70 POUNDS.	SAME AS FOR GS-3.	SAME AS FOR GS-3.	CAPACITY TO PERFORM SEDENTARY TASKS.
F. APTITUDES	APPLICANTS ARE REQUIRED TO TAKE AND ATTAIN A SATISFACTORY MARK ON AN APTITUDE TEST CONDUCTED OR APPROVED BY THE AGENCY.	SAME AS FOR GS-3.	SAME AS FOR GS-3.	SAME AS FOR GS-3.
G. TRAITS	PUNCTUALITY AND RELIABILITY IN CONFORMING TO TIMED COLLECTION AND DELIVERY SCHEDULES WHILE OUT OF THE IMMEDIATE CONTROL OF SUPERIORS.	SAME AS FOR GS-3.	SAME AS FOR GS-3.	NOT APPLICABLE.

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POSITION EVALUATION CHART

EMPLOYEE RELATIONS ASST. GS-0230.01
EMPLOYEE RELATIONS OFFICER GS-0230.01

EVALUATION FACTORS	GRADE LEVEL DISTINCTIONS -- COUNSELING POSITIONS			
	EMPLOYEE RELATIONS ASST., GS-0230.01-09	EMPLOYEE RELATIONS OFFICER, GS-0230.01-11	EMPLOYEE RELATIONS OFFICER, GS-0230.01-12	EMPLOYEE RELATIONS OFFICER, GS-0230.01-13
1. SCOPE AND EFFECT	RESPONSIBLE FOR THE SMOOTH SCHEDULING OF THE PRODUCTION ASPECTS OF THE ACTIVITIES OF THE BRANCH, PARTICULARLY THE RESIGNATION PROCESS IN WHICH PEAKS OCCUR IRREGULARLY IN THE WORKLOAD. MAY SUPERVISE THE CLERICAL STAFF. RESPONSIBLE FOR THE PREPARATION OF EXHAUSTIVE MONTHLY SUMMARIES OF SEPARATION ACTIONS, ANALYZED BY REASON AND ORGANIZATIONAL UNIT, AND FOR NECESSARY RECONCILIATION WITH MACHINE RECORDS. AS WORKLOAD DEMANDS, PERFORMS PRE-EXIT AND EXIT INTERVIEWS AND COUNSELING DUTIES OF AVERAGE TYPE. OCCASIONALLY MAY PERFORM OTHER EMPLOYEE RELATIONS DUTIES SUCH AS HANDLING ILLness, ACCIDENT AND DEATH CASES, OR PREPARATION OF REPORTS. ERRORS OR OMISSIONS IN OFFICE WORK MAY AFFECT THE PRESTIGE AND EFFICIENCY OF THE OFFICE.	HIGHEST NON-SUPERVISORY LEVEL. RESPONSIBLE FOR COUNSELING AND INTERVIEWING EMPLOYEES IN CASES WHICH USUALLY DO NOT INVOLVE CONTROVERSIAL CIRCUMSTANCES, OR UNUSUAL SENSITIVITY. IN ADDITION, IS EITHER PRIMARILY RESPONSIBLE FOR THE CONDUCT OF STUDIES AND RESEARCH INTO BROAD PROBLEMS SUCH AS TURNOVER, OR FOR INVESTIGATION AND ACTION ON ILLNESS, ACCIDENT AND DEATH CASES. ERRORS OR OMISSION IN THIS WORK MAY ADVERSELY AFFECT CONSEQUENT POLICY OR PROGRAM DECISIONS.	ASSISTS IN THE ADMINISTRATION OF COUNSELING AND RELATED ACTIVITIES FOR THE ENTIRE AGENCY; SERVES AS ACTING BRANCH CHIEF AS NECESSARY. GIVES PRIMARY ATTENTION TO THE PRE-EXIT AND EXIT INTERVIEW PROGRAMS; PERSONALLY PERFORMS PRE-EXIT AND EXIT INTERVIEWS WHERE CONTROVERSIAL CIRCUMSTANCES OR UNUSUAL SENSITIVITY EXISTS. PLANS AND CONDUCTS, OR SUPERVISES, BROAD STUDIES INTO ANY MATTERS AFFECTING GROUP MORALE AND THE IMPROVEMENT OF RELATED POLICIES AND COUNSELING TECHNIQUES; PLANS AND CONDUCTS STUDIES RELATED TO THE EXTENSION OF BRANCH FUNCTIONS TO FIELD AND OVERSEAS LOCATIONS. THE EFFECT OF ERROR IS MORE SERIOUS AT THIS LEVEL IN THAT CONTROVERSIAL, UNUSUALLY SENSITIVE, OR PRECEDENT-SETTING MATTERS ARE INVOLVED, AND MAY AFFECT GROUPS AS WELL AS INDIVIDUALS.	RESPONSIBLE FOR THE CONDUCT OF COUNSELING AND RELATED ACTIVITIES FOR THE ENTIRE AGENCY AND FOR SERVING AS STAFF ADVISER ON THESE ACTIVITIES. GIVES PRIMARY ATTENTION TO THE COUNSELING PROGRAM AND ITS IMPROVEMENT, AND TO THE EXTENSION OF BRANCH FUNCTIONS TO FIELD AND OVERSEAS LOCATIONS; PERSONALLY PERFORMS COUNSELING DUTIES WHERE CONTROVERSIAL CIRCUMSTANCES OR UNUSUAL SENSITIVITY EXISTS. ADVISES SUBORDINATES ON, OR PERSONALLY HANDLES ANY UNUSUALLY SENSITIVE OR CONTROVERSIAL MATTER. RESPONSIBILITY FOR AVOIDING THE EFFECT OF ERROR AS IT MAY RESULT FROM THE COUNSELING PROGRAM IS LARGELY VESTED IN THIS LEVEL.
2. SUPERVISION AND GUIDANCE RECEIVED	STATISTICAL AND OFFICE MANAGEMENT DUTIES ARE PERFORMED WITH ONLY A GENERAL REVIEW FOR RESULTS IN TERMS OF SMOOTHNESS OF OPERATION AND EFFECTIVE PRODUCTION. THE CHIEF OF BRANCH, OR HIS ASSISTANT, IS USUALLY AVAILABLE TO DISCUSS COUNSELING OR INTERVIEWING PROBLEMS. PRECEDENTS ARE FREQUENTLY LACKING. RECOMMENDATIONS AS TO ACTION OR REEMPLOYABILITY ARE USUALLY REVIEWED.	THE CHIEF OF BRANCH OR HIS ASSISTANT IS USUALLY AVAILABLE TO DISCUSS COUNSELING OR INTERVIEWING PROBLEMS. PRECEDENTS ARE FREQUENTLY LACKING. RECOMMENDATIONS AS TO ACTION OR REEMPLOYABILITY ARE USUALLY ACCEPTED.	WORK ON THE INTERVIEWING PROGRAMS IS SUBJECT ONLY TO GENERAL REVIEW FOR RESULTS AND IMPROVEMENT. DECISIONS ON OTHER MATTERS ARE USUALLY ARRIVED AT IN INFORMAL DISCUSSIONS WITH SUPERVISOR.	POLICY DECISIONS ARE REFERRED TO THE CHIEF OR DEPUTY CHIEF OF THE DIVISION. THE CHIEF OF THE DIVISION FREQUENTLY ADVISES ON, OR PARTICIPATES IN, THE HANDLING OF CONTROVERSIAL OR UNUSUALLY SENSITIVE MATTERS WHICH MAY COME TO HIS ATTENTION FIRST, BECAUSE OF THE OPERATION OF ORGANIZATIONAL STRUCTURE AND PROCEDURE. THE BRANCH PROGRAM IS DEVELOPED IN PARTICIPATION WITH THE CHIEF AND DEPUTY CHIEF OF THE DIVISION.
3. SUPERVISION OF OTHERS	MAY PLAN AND SUPERVISE THE CLERICAL WORK OF THE OFFICE.	NONE	SUPERVISES SUBORDINATES ON INTERVIEWING MATTERS OR, AS ACTING CHIEF, ON ANY BRANCH ACTIVITIES.	DIRECTLY SUPERVISES THE COUNSELING ACTIVITIES AND GENERALLY ADMINISTERS THE OTHER BRANCH FUNCTIONS.
4. PERSONAL WORK CONTACTS	PERSONAL CONTACTS ARE MADE WITH EMPLOYEES, RELATIVES AND NEXT-OF-KIN, PUBLIC AND PRIVATE AGENCIES, OPERATING OFFICES AND SERVICING OFFICES, SUCH AS MEDICAL, LEGAL, AND FINANCE, AND UNITS OF THE OFFICE OF PERSONNEL. THESE CONTACTS ARE MADE, AS A PART-TIME ELEMENT IN THE POSITION, TO PROVIDE INDIVIDUALS WITH INFORMATION AND GUIDANCE WHEN LEAVING THE AGENCY OR IN SOLVING THEIR PROBLEMS, TO OBTAIN INFORMATION NECESSARY FOR COUNSELING AND OTHER DUTIES, AND TO STIMULATE REMEDIAL OR PROBLEM-SOLVING ACTION BY OTHER OFFICES. THIS WORK IS SUCH THAT IT DOES NOT USUALLY INVOLVE THE MAKING OF COMMITMENTS, BUT IS OF AN ADVISORY AUXILIARY NATURE.	PERSONAL CONTACTS AT THIS LEVEL ARE SIMILAR TO THOSE AT THE LOWER LEVEL, BUT OCCUPY A MAJOR PORTION OF THE TIME AND OCCUR IN CONNECTION WITH INVESTIGATION AND RESEARCH AS WELL AS INTERVIEWING AND COUNSELING.	AT THIS LEVEL CONTACTS MADE IN INTERVIEWING ARE OF GREATER DIFFICULTY AND IMPORTANCE THAN AT THE LOWER LEVELS IN THAT CONTROVERSIAL CIRCUMSTANCES OR UNUSUAL SENSITIVITY IS INVOLVED. CONTACTS MAY INVOLVE GROUPS AS WELL AS INDIVIDUALS IN THE STUDY OF BROAD PROBLEMS SUCH AS WORK ENVIRONMENT, ABUSE OF PRIVILEGES, OR MASS COMPLAINTS.	IN ADDITION, AT THIS LEVEL CONTACTS ARE MADE IN COUNSELING WHERE CONTROVERSY OR UNUSUAL CIRCUMSTANCES EXIST. CONTACTS WITH SENIOR OPERATING OFFICIALS INCLUDE THE PROVISION OF STAFF ADVICE ON MORALE PROBLEMS INVOLVED IN COUNSELING ACTIVITIES OR CONCERNING UNUSUALLY SENSITIVE OR CONTROVERSIAL MATTERS.
	GRADE LEVEL DISTINCTIONS -- POSITIONS INVOLVING SPECIAL SERVICES, AND DISCIPLINARY AND ADVERSE ACTIONS			
1. SCOPE AND EFFECT	ADVISES AND INFORMS EMPLOYEES ON PROBLEMS OR BENEFITS FOR WHICH SPECIAL SERVICES ARE PROVIDED, SUCH AS HOUSING, FINANCES, GROUP RECREATION AND MODERATE DIFFICULTY, SUCH AS ORGANIZATION OF CAMPAIGNS FOR DONATION OF BLOOD OR MONEY, OR APPROVAL OF SPECIAL LEAVE REQUESTS. EFFECT OF ERRORS OR OMISSIONS OCCURS IN CONNECTION WITH MATTERS NOT USUALLY OF MAJOR IMPORTANCE TO MORALE.	HIGHEST NON-SUPERVISORY LEVEL. RESPONSIBLE FOR AN EMPLOYEE SERVICES ACTIVITY OF GREATER THAN AVERAGE DIFFICULTY, SUCH AS STAFF ASSISTANCE ON DISCIPLINARY, GRIEVANCE OR FORMAL APPEAL MATTERS. EFFECT OF ERRORS OR OMISSIONS OCCURS IN CONNECTION WITH MATTERS WHICH HAVE A MAJOR IMPACT ON MORALE.	ASSISTS IN THE ADMINISTRATION OF SPECIAL EMPLOYEE SERVICES, WELFARE, GRIEVANCE AND DISCIPLINARY ACTIVITIES FOR THE ENTIRE AGENCY; SERVES AS SUPERVISION OF EMPLOYEE SERVICES, WELFARE AND DISCIPLINARY ACTIVITIES. CONDUCTS ENTRANCE-ON-DUTY ORIENTATION OF EMPLOYEES. REPRESENTS THE PERSONNEL OFFICE, AS DIRECTED, AT EXTRA-AGENCY MEETINGS AND CONFERENCES OF A NATURE RELEVANT TO THE WORK OF THE BRANCH. ERRORS OR OMISSIONS HAVE, AT THIS SUPERVISORY LEVEL, GREATER POSSIBILITY OF FINALITY AND AFFECT A WIDER FUNCTIONAL AREA.	RESPONSIBLE FOR THE CONDUCT OF SPECIAL EMPLOYEE SERVICES, WELFARE, GRIEVANCE AND DISCIPLINARY ACTIVITIES FOR THE ENTIRE AGENCY AND FOR SERVING AS STAFF ADVISER ON THESE ACTIVITIES. GIVES PRIMARY ATTENTION TO PROVIDING STAFF ADVICE AND ASSISTANCE TO SENIOR OPERATING OFFICIALS ON MATTERS AFFECTING MORALE AND PRODUCTIVITY, AND TO PLANNING THE EXTENSION OF BRANCH FUNCTIONS TO FIELD AND OVERSEAS. CONDUCTS ENTRANCE-ON-DUTY ORIENTATION OF EMPLOYEES. REPRESENTS THE PERSONNEL OFFICE AT EXTRA-AGENCY MEETINGS AND CONFERENCES OF A NATURE RELEVANT TO THE WORK OF THE BRANCH. ERRORS OR OMISSIONS HAVE, AT THE SUPERVISORY LEVEL, GREATER POSSIBILITY OF FINALITY AND AFFECT A WIDER FUNCTIONAL AREA.
2. SUPERVISION AND GUIDANCE RECEIVED	PRIORITIES AND METHODS ARE ESTABLISHED BY THE CHIEF OF BRANCH OR HIS ASSISTANT. GENERAL WORK PRECEDENTS USUALLY EXIST. SUPERVISORS REVIEW WORK ON COMPLETION OR AT INCUMBENT'S REQUEST.	CASES ARE DISCUSSED INITIALLY WITH THE CHIEF OF BRANCH, OR HIS ASSISTANT, WHO ARE KEPT INFORMED OF DEVELOPMENTS AND ARE AVAILABLE FOR CONSULTATIONS. ONLY BROAD PRECEDENTS EXIST.	GENERAL GUIDANCE ON THE WORK OF THE BRANCH IS RECEIVED FROM THE CHIEF OF BRANCH. PROGRAM MATTERS OR POSSIBLE POLICY QUESTIONS ARE DISCUSSED WITH THE CHIEF.	THE BRANCH PROGRAM IS DEVELOPED IN PARTICIPATION WITH THE CHIEF AND DEPUTY CHIEF OF THE DIVISION. QUESTIONS OF POLICY INTERPRETATION OR DETERMINATION ARE DISCUSSED WITH THE CHIEF OF THE DIVISION OR HIS ASSISTANT. ONLY BROAD WORK PRECEDENTS ARE AVAILABLE.
3. SUPERVISION OF OTHERS	NONE	MAY SUPERVISE CLERICAL ASSISTANTS.	PERFORMS FOR THE CHIEF THE DAY-TO-DAY SUPERVISION OF THE BRANCH.	SUPERVISION OF THE BRANCH IS EXERCISED MAINLY THROUGH THE ASSISTANT CHIEF, BUT INCUMBENT IS ALSO AVAILABLE FOR DISCUSSION OF PROBLEMS.
4. PERSONAL WORK CONTACTS	PERSONAL CONTACTS ARE MADE WITH EMPLOYEES, RELATIVES, PUBLIC AND PRIVATE AGENCIES, OPERATING OFFICES, AND SERVICING OFFICES, SUCH AS MEDICAL, LEGAL, AND FINANCE, AND OTHER UNITS OF THE OFFICE OF PERSONNEL. THE PROBLEMS DISCUSSED AND THE SERVICES ARRANGED FOR, WHILE IMPORTANT, ARE NOT OF A TYPE WHICH HAVE GREAT SEPARATE EFFECT ON MORALE. CONTACTS ARE CONTINUAL AND ARE MADE FOR THE PURPOSE OF PROVIDING INFORMATION, STIMULATING ADMINISTRATIVE INTEREST IN THE INDIVIDUAL'S PROBLEM, CONDUCTING CAMPAIGNS, OR ASSISTING IN PERSONAL FINANCIAL PROBLEMS. THE WORK IS SUCH THAT IT DOES NOT USUALLY INVOLVE THE MAKING OF COMMITMENTS, BUT IS ADVISORY OR AUXILIARY IN NATURE.	PERSONAL CONTACTS ARE WITH THE SAME TYPES OF PERSONS AS IN THE LOWER LEVEL AND ARE OF SIMILAR FREQUENCY, BUT ARE CONCERNED WITH MATTERS WHICH HAVE A MAJOR IMPACT ON MORALE SUCH AS STAFF ASSISTANCE TO BOTH OFFICIALS AND EMPLOYEES ON DISCIPLINARY, GRIEVANCE, OR FORMAL APPEAL MATTERS.	AT THIS LEVEL, CONTACTS INCLUDE NOT ONLY THOSE OF THE TYPE OUTLINED IN THE LOWER LEVEL, BUT ALSO THOSE WHICH ARE MADE WITH GROUPS AS IN THE ORIENTATION OF NEW EMPLOYEES OR REPRESENTATION OF THE OFFICE AT MEETINGS OUTSIDE OF THE AGENCY.	CONTACTS, IN ADDITION TO THOSE OF THE SAME TYPE AS THE LOWER LEVELS, INCLUDE THOSE MADE WITH SENIOR OPERATING OFFICIALS TO PROVIDE STAFF ADVICE ON THE ACTIVITIES WITH WHICH THE BRANCH IS CONCERNED, IN SEEKING SERVICE REMEDIES FOR LOW MORALE, AND IN OBTAINING THE INTEREST AND COOPERATION OF OPERATING OFFICIALS.

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